



International  
Olympic  
Committee

# ANNUAL REPORT 2021

# FASTER, HIGHER, STRONGER - TOGETHER





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Front cover: Athletes came together in July 2021 for the  
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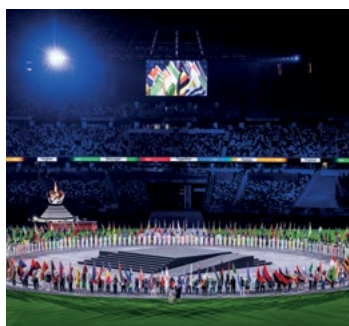
International  
Olympic  
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# **ANNUAL REPORT 2021**

**FASTER  
HIGHER  
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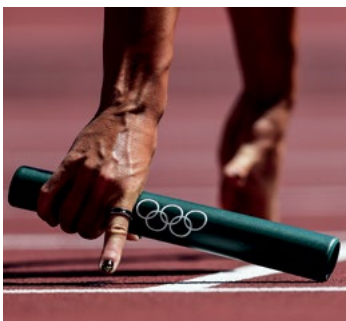


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# LETTER FROM PRESIDENT BACH



As we reflect on the Olympic year that was 2021, we can look back with great pride, because with regards to the Olympic Games Tokyo 2020, we can say: we did it. We did it together, we did it in great solidarity and we did it for the athletes.

Many doubted that it would be possible for these Games to take place at all. But, looking back now, we can appreciate what an overwhelming success they were. Of course, these were unprecedented Olympic Games, and it took an equally unprecedented effort from everyone in the Olympic Movement to make them happen.

Having overcome the many challenges we faced, we can all be very happy about the overwhelmingly positive global response to these Games. Tokyo 2020 became the most engaged Olympic Games ever, the most watched Olympic Games ever on digital platforms, and the first streaming Games.

Most significantly, we can also welcome the immense gratitude of the athletes in Tokyo, who expressed their huge appreciation for the fact that the Games could take place – and that they could take place in a safe way. They connected with each other in a special way, savouring every moment together after

being apart for so long. These emotional and deeply human moments touched the hearts of billions of people around the world, and touched our hearts. They put the spotlight on our Olympic values.

Against the backdrop of the global pandemic, seeing the world united in Tokyo after we had been separated for so long was truly magical. And while bringing together athletes from 205 National Olympic Committees (NOCs) and the IOC Refugee Olympic Team is enough cause for celebration in itself, we also saw a new Olympic record in terms of diversity in Tokyo, with athletes from 93 NOCs winning medals – more than at any previous Olympic Games.

This result is a testament to our solidarity efforts and to the overall strength of the Olympic Movement. We owe much of this strength to the solid foundations we built with Olympic Agenda 2020, and with Olympic Agenda 2020+5 we will make this foundation even stronger.

This new strategic roadmap, which was unanimously approved by the IOC Session in March 2021, builds on the achievements of Olympic Agenda 2020. It will guide the work of the IOC and the Olympic Movement for

the next five years, as we adjust to a world that has been changed in fundamental ways by the coronavirus crisis.

It is clear that the world will never again be like it was before, with far-reaching social, financial, economic and political consequences caused by the pandemic. As leaders of the Olympic Movement, we must prepare ourselves for this new world.

That is why we called on all our stakeholders to provide feedback and input to help us devise our new vision, which enabled us to identify five overarching trends that we, and many other leaders in society, see as determining factors. These are: Solidarity; Digitalisation; Sustainable Development; Credibility; and Economic and Financial Resilience.

Olympic Agenda 2020+5 addresses each of these trends. The aims are to build even more solidarity; to harness the positive potential of digitalisation; to be the impactful enabler to achieve the United Nations' Sustainable Development Goals; to strengthen the credibility of the constituents of the Olympic Movement; and to join forces with other values- and purpose-driven organisations.

To highlight just one of these trends, it is clear now more than ever that the world needs greater solidarity. The devastating actions of the Russian government during its invasion of Ukraine, which constituted a breach of the Olympic Truce, truly shocked us all.

The IOC has been deeply concerned about the safety of the Olympic community in Ukraine, and immediately established a task force to closely monitor the situation and to coordinate humanitarian assistance to members of the Olympic community in Ukraine where possible.

To see the conflict unfold just days after athletes from all over the world had come

**“Olympic Agenda 2020+5 will guide the work of the IOC and the Olympic Movement for the next five years, as we adjust to a world that has been changed in fundamental ways by the coronavirus crisis. As leaders of the Olympic Movement, we must prepare ourselves for this new world.”**

**Thomas Bach**, IOC President

together in peace during the Olympic Winter Games Beijing 2022 was truly heart-breaking.

We know that sport alone cannot create peace. We cannot take decisions on war and peace – this is the exclusive remit of politics. But when it comes to peace, words and symbols are also important, because these symbols show us how the world can look if we all respect the same rules and each other. The Olympic Games are this symbol of peace and unity, showing us the way to a better and more peaceful future.

This peace mission was central to the thinking of our founder, Pierre de Coubertin. Speaking before the Olympic Games Antwerp 1920, during the last global pandemic and just after the First World War – a moment in history that is in many ways strikingly similar to our times today – he said: “Humanity must find all the strength it can in the heritage of the past in order to build its future. Olympism is one of those strengths.”

Our task now is to draw on the strength of our Olympic community to contribute to a brighter future for all, with solidarity fuelling our mission to make the world a better place through sport.

Looking ahead, we can address both the immediate and the long-term future from a position of strength. In such uncertain times, navigating the Olympic Movement into this strong position was by no means a foregone conclusion. This was only possible because of what we achieved with our Olympic Agenda 2020 reforms and what is already taking shape with our Olympic Agenda 2020+5. The huge success of the Olympic Games Tokyo 2020 also contributed greatly to this. And most important, it was only possible because we stood together. We remain united even in the face of great adversity, and this is something we can all be very proud of.

Let us continue to live by our new Olympic motto. Let us go faster, aim higher and become stronger by standing together – in solidarity.



**Thomas Bach**  
IOC President



# THE IOC IN 2021

In a year when the Olympic Games Tokyo 2020 offered an extraordinary display of global unity, the International Olympic Committee set its future course with Olympic Agenda 2020+5, a new roadmap designed to take the Olympic Movement faster, higher, stronger – together.

Olympic Agenda 2020+5 contains 15 recommendations inspired by five key trends that are likely to be decisive in the post-coronavirus world – and are already a key focus for the IOC. These trends have shaped the structure of this year's IOC Annual Report.



## Solidarity

Olympic Solidarity's Olympic Scholarships for Tokyo 2020 helped more NOCs win medals  
*See page 42*

A new IOC Athletes' Department is keeping athletes at the heart of the Olympic Movement  
*See page 48*

The IOC continued working with the UN to promote social development through sport  
*See page 64*

Some 29 refugee athletes competed for the IOC Refugee Olympic Team at Tokyo 2020  
*See page 67*

The IOC launched 21 new Gender Equality and Inclusion Objectives for 2021–2024  
*See page 59*



## Digitalisation

With innovations maximising worldwide engagement, Tokyo 2020 was a truly digital Games  
*See page 84*

Olympics.com launched as a single, people-centric Olympic digital platform  
*See page 80*

Showcasing athletes' resilience, Stronger Together was the IOC's biggest ever campaign  
*See page 82*

The IOC launched the Olympic Virtual Series, the first Olympic-licensed virtual sports event  
*See page 82*

Over 200 athletes connected with family and friends with a Tokyo 2020 Athlete Moment  
*See page 85*

## Sustainable development

The IOC's new Olympism 365 strategy focuses on connecting people with the Olympic values  
*See page 90*

The IOC committed to cut direct and indirect emissions by 50% by 2030  
*See page 92*

The IOC published an ambitious new set of sustainability objectives for 2021-2024  
*See page 95*

The Olympic Forest in Africa is set to become central to the IOC's climate-positive strategy  
*See page 93*

A key consideration at Tokyo 2020, sustainability continues to be a focus for all future Games  
*See page 96*

## Credibility

Thomas Bach was re-elected to serve a second term as IOC President in March 2021  
*See page 109*

Tokyo 2020 saw a huge doping control programme delivered by the International Testing Agency  
*See page 116*

Ban Ki-moon was re-elected as Chair of the IOC's independent Ethics Commission  
*See page 110*

The Olympic Medal Reallocation Programme continued awarding medals to clean athletes  
*See page 117*

IPACS, vice-chaired by the IOC, continued to fight against corruption in sport  
*See page 119*

## Economic and financial resilience

Worldwide Olympic Partners played integral roles in the success of Tokyo 2020  
*See page 130*

OBS helped bring more Games content to more people worldwide during Tokyo 2020  
*See page 134*

The new Olympic Shop was one of many ways IOC global licensing continues to grow  
*See page 133*

New broadcast rights agreements were reached for China, Chile and the Caribbean  
*See page 136*

The IOC announced a new global hospitality model for future Games  
*See page 129*





 **Faster**  **Higher**  **Stronger**  **Tog**





SECTION 01

# LEADING THE OLYMPIC MOVEMENT

together



Faster



Higher



Stronger







The Olympic Movement works to educate youth through sport practised in accordance with Olympism and its values.

# THE OLYMPIC MOVEMENT

**The goal of the Olympic Movement is to help build a peaceful and better world through sport – under the leadership of the International Olympic Committee.**

The Olympic Movement encompasses all individuals and entities who are inspired by the values of Olympism – and who work to build a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.

The three main constituents of the Olympic Movement are:

- the International Olympic Committee (IOC), the leader of the Olympic Movement;

- the International Federations (IFs); and
- the National Olympic Committees (NOCs).

The Olympic Movement also encompasses:

- the Organising Committees for the Olympic Games (OCOGs);
- the national associations, clubs and persons belonging to the IFs and NOCs;

**“The Olympic values that are enshrined in the Olympic Charter and drive the work of our Movement are more relevant than ever.”**

Thomas Bach, IOC President

- the athletes, whose interests constitute a fundamental element of the Olympic Movement’s action;
- the judges, referees, coaches and other sports officials and technicians; and
- other organisations and institutions as recognised by the IOC.

## Olympic Charter

Every member of the Olympic Movement is guided by the Olympic Charter – the codification of the Fundamental Principles of Olympism, and the rules and bye-laws adopted by the IOC. Governing the organisation, actions and functioning of the Olympic Movement, and setting the conditions for the celebration of the Olympic Games, it serves three main purposes:

- As a basic instrument of a constitutional nature, it sets forth and recalls the Fundamental Principles and essential values of Olympism.
- It serves as statutes for the IOC.
- It defines the main reciprocal rights and obligations of the IOC, the IFs and the NOCs, as well as the OCOGs, all of which are required to comply with the Olympic Charter.

The Olympic Charter is updated regularly. The most recent edition was published in August 2021.



# FUNDAMENTAL PRINCIPLES OF OLYMPISM

The Olympic Charter sets out the Fundamental Principles of Olympism, the starting points of everything that the IOC does.

- 1 Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.
- 2 The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.
- 3 The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
- 4 The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.
- 5 Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall apply political neutrality. They have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.
- 6 The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.
- 7 Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.



# THE INTERNATIONAL OLYMPIC COMMITTEE

**The International Olympic Committee (IOC) is a not-for-profit independent international organisation that is committed to building a better world through sport.**

The IOC was created on 23 June 1894, just under two years before the first Olympic Games of the modern era in April 1896, and is the supreme authority of the Olympic Movement.

The IOC acts as the leader for collaboration across the Olympic Movement and beyond, from the NOCs, IFs, OCOGs and athletes to Worldwide Olympic Partners, Olympic

broadcast partners, United Nations (UN) agencies and beyond. It ensures the regular celebration of the Olympic Games; supports all member organisations of the Olympic Movement; and promotes Olympism and the Olympic values worldwide.

The IOC is committed to ensuring the integrity of sport and protecting clean athletes – particularly through the fight

against doping and all other forms of cheating, and through strengthening ethics, transparency and good governance in sport organisations. The organisation is privately funded and distributes 90 per cent of its revenue to the wider Olympic Movement – the equivalent of USD 4.2 million per day.



The 138<sup>th</sup> IOC Session took place in Tokyo in July 2021.



## About the IOC

**Sessions** are General Meetings of all IOC Members. They are the IOC's supreme organ and their decisions are final. The 137<sup>th</sup> and 138<sup>th</sup> Sessions took place in 2021.

**The Executive Board** consists of the IOC President, four Vice-Presidents and 10 other members. It is responsible for the IOC administration and the management of its affairs.

**The IOC President** represents the IOC and presides over all its activities. He or she is elected by the Session for an eight-year term, renewable once for four years. The IOC President is Thomas Bach, who was re-elected for a second term in 2021.

**IOC Commissions** advise the Session, the Executive Board and/or the President on specific areas of expertise. As of 31 December 2021, there were 31 IOC Commissions. *See page 109.*

**IOC Members** are volunteers who act as representatives of the IOC and the Olympic Movement, and who meet at the Session to vote on decisions related to the IOC and the Olympic Games. As of 31 December 2021, the IOC had 102 Members, 44 Honorary Members and one Honour Member. *See page 120.*

**The IOC administration** is under the responsibility of the Director General, who, under the authority of the President, runs it with the assistance of Directors responsible for specific sectors of competence. The IOC's administration is headquartered at Olympic House in Lausanne, Switzerland. *See page 114.*

# IOC SESSIONS KEY DECISIONS IN 2021

## 137<sup>TH</sup> IOC SESSION



Held online



### OLYMPIC AGENDA 2020

Closing Report presented to IOC Members  
*See page 18*

### OLYMPIC AGENDA 2020+5

Approved as the new roadmap for the IOC and the Olympic Movement  
*See pages 20 and 138*

### PRESIDENT BACH

Re-elected for a new four-year term  
*See page 109*



### FUTURE SESSIONS

Athens chosen to host the Session in 2025



## 138<sup>TH</sup> IOC SESSION



Tokyo, Japan

### GAMES OF THE XXXV OLYMPIAD

Brisbane 2032 elected as host  
*See page 38*

### IOC MEMBERSHIP

Six new Members elected, five Members re-elected, changes to the Executive Board  
*See page 120*

### IOC ETHICS COMMISSION

Ban Ki-moon re-elected as Chair  
*See page 110*

The Olympic motto is now **'FASTER, HIGHER, STRONGER - TOGETHER'**

### IFS RECOGNISED

Six IFs received full IOC recognition  
*See page 16*

### MILANO CORTINA 2026 PROGRAMME

Ski mountaineering approved  
*See page 32*

# NATIONAL OLYMPIC COMMITTEES

The IOC continued to collaborate and support the NOCs before, during and after the Olympic Games Tokyo 2020.



Through weightlifter Hidilyn Diaz, the Philippines was one of three nations to win its first ever Olympic gold medal at Tokyo 2020.

**“The power of the Olympic Games is their universality. This is why the Olympic Games belong to all humankind.”**

**Thomas Bach**, IOC President

The 206 National Olympic Committees (NOCs) are the Olympic Movement’s representatives within their countries and territories, where their mission is to develop, promote and protect the Olympic Movement. The NOCs represent their countries at the Olympic Games, and at regional, continental and world multi-sports competitions patronised by the IOC.

In accordance with the Olympic Charter, the NOCs’ role is to:

- promote the Fundamental Principles of Olympism and the Olympic values;
- ensure the observance of the Olympic Charter;
- encourage the development of high-performance sport and sport for all;
- train sport administrators;
- take action against discrimination and violence in sport;
- adopt and implement the World Anti-Doping Code;
- implement the Olympic Movement Code on the Prevention of the Manipulation of Competitions; and
- support the medical care and health of athletes.



## The IOC's support for NOCs

The IOC supports the NOCs in many ways – not least through Olympic Solidarity, which provides assistance to NOCs for athlete development programmes so they can fulfil their responsibilities to the Olympic Movement.

The Olympic Solidarity 2021–2024 Plan, approved in 2020, came into full effect on 1 January 2021 with a budget of USD 590 million, 16 per cent more than the previous Plan. For more on Olympic Solidarity's support for NOCs, see *page 42*.

## Olympic Games Tokyo 2020

- **Pre-Games meetings** Eight NOCs and the Oceania National Olympic Committees (ONOC) took part in one or more meetings of the IOC Coordination Commission for Tokyo 2020 ahead of the Games. Their insights supported NOCs' and athletes' needs in many areas, from COVID-19 countermeasures to Village catering.
- **Games success** Some 205 NOCs took part in Tokyo 2020 – with 93 winning

medals, more than at any Olympic Games. In line with new IOC directives, 91 per cent of NOCs nominated a female athlete to jointly or individually carry their flag at the Opening Ceremony. See *page 61*.

- **Olympic Solidarity support** Olympic Solidarity provided NOCs with more than USD 125 million in support connected to Tokyo 2020, with all other Games-specific programmes extended by a year to reflect the postponement. See *page 42*.
- **NOC Competition Uniform Support Programme** Some 500 athletes at Tokyo 2020 benefited from this programme, offered by the IOC with the World Federation of the Sporting Goods Industry (WFSGI). See *page 51*.

## Olympic Winter Games Beijing 2022

In February 2021, NOCs attended the Chefs de Mission Seminar for the Olympic Winter Games Beijing 2022, held virtually due to COVID-19. The IOC's NOC Relations team continued to support the NOCs in 2021 as they prepared for the Games.

## Suspension of PRK NOC

In September 2021, the IOC Executive Board suspended the NOC of the Democratic People's Republic of Korea (PRK) until the end of 2022 following the NOC's decision not to participate in the Olympic Games Tokyo 2020. The NOC forfeits accrued financial support that had been withheld due to international sanctions, and may not benefit from any IOC assistance or programme while suspended.

## Other NOC activities and support in 2021

- **NOC Anti-Doping Education Guidebook** The first guide of its type was published to support NOCs ahead of Tokyo 2020, created by the International Testing Agency (ITA) in collaboration with the IOC and with WADA support. See *page 116*.
- **Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC)** The OM Unit PMC continued supporting the NOCs ahead of Tokyo 2020 with awareness-raising activities and one-to-one support. Some 90 per cent of NOCs have now been activated. See *page 117*.
- **New Games Hospitality Model** The IOC announced in June 2021 that it will work to introduce a new global hospitality model, with OCOGs, the NOCs and their Olympic teams the primary beneficiaries of the revenue generated through this new centralised approach. See *page 129*.
- **IOC Safe Sport Webinars** The IOC hosted a nine-part safe sport webinar series in 2020 and 2021 for NOCs. See *page 57*.
- **IOC Gender Equality Webinars** NOCs were among 1,850 participants in the IOC's gender equality webinar series, held in March 2021. See *page 59*.
- **Olympic Day** Over 120 NOCs celebrated Olympic Day with a wide variety of initiatives on 23 June 2021, the anniversary of the founding of the IOC. See *page 62*.



Flora Duffy's performance in the women's triathlon gave Bermuda its first ever Olympic gold medal in any sport.



The International Skating Union (ISU) World Cup Short Track Speed Skating event in October 2021 served as an official test event for the Olympic Winter Games Beijing 2022.

# INTERNATIONAL FEDERATIONS

**The IFs continued collaborating closely with the IOC and the wider Olympic Movement to deliver successful sport competitions at Tokyo 2020 – and prepare for future Games.**

Every Olympic and IOC-Recognised sport is governed by an International Federation (IF), which oversees the sport at international level and promotes and develops it worldwide.

In accordance with the Olympic Charter, the IFs' role is to:

- establish and enforce the rules of their respective sports;
- ensure the development of their sports;
- contribute to the achievement of the goals set out in the Olympic Charter;

- support the IOC in reviewing candidatures for organising the Olympic Games for their sports;
- assume responsibility for the control of their sports at the Olympic Games;
- provide technical assistance in implementing Olympic Solidarity programmes; and
- support the medical care and health of athletes.

**“[IFs] demonstrated that sports competitions can be organised safely under current restrictions [...] giving all of us confidence in Tokyo 2020.”**

**Thomas Bach**, IOC President



## The IOC's support for IFs

The IOC provides direct financial support to the IFs through the distribution of Olympic Games revenues, the IF Development Programme and other Games-specific support programmes.

## Olympic Games Tokyo 2020

The IOC, Tokyo 2020 and the IFs worked together on the planning and delivery of safe and successful Games – particularly on the Playbooks and other supporting documents. The IFs' contributions to the Games debrief will inform plans for future Games.

## Olympic Winter Games Beijing 2022

The IOC, the IPC and Beijing 2022 worked with the Winter IFs to hold testing activities in February and April 2021, followed by 10 test events in October–December 2021 – which proved invaluable in preparations for the Games.

## Future Games

The IFs worked with the IOC and the OCOGs on preparations for all future Olympic, Winter Olympic and Youth Olympic Games. Key achievements included:

- **Olympic Games Paris 2024** The IOC, Paris 2024 and the IFs collaborated on the qualification system principles for Paris 2024, approved by the IOC Executive Board in October 2021.
- **Winter Youth Olympic Games Gangwon 2024** The IOC and Gangwon 2024 worked with relevant IFs to finalise the event programme and athlete quotas, approved by the IOC Executive Board in February 2021, and the venue masterplan.
- **Olympic Winter Games Milano Cortina 2026** The 138<sup>th</sup> IOC Session approved ski mountaineering, governed by the International Ski Mountaineering Federations (ISMF), as an additional sport for the Milano Cortina 2026 programme.



In 2021, a year after its Olympic debut at the YOG Lausanne 2020, ski mountaineering was confirmed for Milano Cortina 2026.

## Six IFs receive full recognition

Following an IOC Executive Board recommendation, six provisionally recognised IFs were approved for full IOC recognition at the 138<sup>th</sup> IOC Session in July 2021:

- International Cheer Union (ICU)
- International Federation Icestocksport (IFI)
- International Federation of Muaythai Associations (IFMA)
- International Sambo Federation (FIAS)
- World Association of Kickboxing Organisations (WAKO)
- World Lacrosse (WL)

## AIBA remains suspended

The IOC Executive Board maintained the suspension of the International Boxing Association (AIBA) in December 2021. A roadmap was established to take into

account several key areas of concern. Should AIBA meet these conditions to the IOC's satisfaction, the suspension of its recognition could be lifted in 2023. The Tokyo 2020 boxing competitions were successfully delivered by the IOC Boxing Task Force.

## Other IF activities and support in 2021

- **IF Transition Seminar** The IOC and ASOIF held a seminar in November 2021, with over 60 participants from 34 IFs receiving updates on Tokyo 2020, Paris 2024 and various other topics.
- **IF Forum** The IOC participated in the 2021 IF Forum, which was attended by more than 300 people from over 125 IFs and assorted other organisations.
- **IOC Gender Equality Webinars** IFs were among 1,850 participants in the IOC's gender equality webinar series, held in March 2021. *See page 59.*
- **Sustainability** The IOC hosted a series of webinars on climate change for IFs in 2021.

# OLYMPIC AGENDA 2020

**The strategic roadmap for the IOC and the Olympic Movement officially concluded at the Session in March 2021 – paving the way for the introduction of Olympic Agenda 2020+5.**

The 137<sup>th</sup> IOC Session in March 2021 praised the achievements of Olympic Agenda 2020, the former strategic roadmap for the IOC and the Olympic Movement. The Session was presented with the

Olympic Agenda 2020 Closing Report, which detailed the many changes and achievements it has brought about – and IOC Members unanimously approved it.

## Olympic Agenda 2020 in context

Adopted by the IOC at its 127<sup>th</sup> Session in Monaco in December 2014, Olympic Agenda 2020 is a set of 40 detailed recommendations whose overarching goal was to safeguard the Olympic values and strengthen the role of sport in society. The 40 recommendations were identified and collated through a collaborative and consultative process involving Olympic Movement stakeholders and outside experts, driven by the understanding that the world was evolving rapidly and that the Olympic Movement had the opportunity to be an agent of change.

The motto underpinning the Olympic Agenda 2020 process from identification to adoption to implementation was “change or be changed” – a philosophy that remains as compelling today as it was in 2014.





## OLYMPIC AGENDA 2020

40,000+

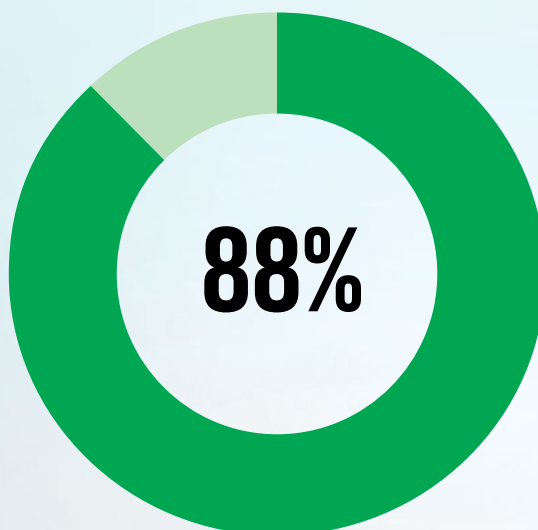
Created from  
40,000+ submissions

14

Created through  
14 working groups

2014

Adopted in  
December 2014  
at the 127<sup>th</sup>  
IOC Session  
in Monaco



Of recommendations  
achieved by the start of 2021



## Putting together the puzzle

Built on the three pillars of Credibility, Sustainability and Youth, the 40 separate yet inter-related recommendations of Olympic Agenda 2020 can be likened to a jigsaw puzzle. When all 40 pieces are put together, a picture emerges in which progress becomes apparent in ensuring the success of the Olympic Games, strengthening the role of sport in society, and forging greater connections with young people and those outside the Olympic Movement.

This picture, the outcome of six years of commitment and engagement by all stakeholders, has developed gradually. The full impacts are still continuing to emerge even now, but it is clear that Olympic Agenda 2020 had a profound impact in the six years during which it guided the IOC and the wider Olympic Movement: introducing changes to make the Olympic Games fit for the future, safeguarding the Olympic values, and reinforcing the role of sport in society.

The IOC Executive Board assessed the progress made over the six years of Olympic Agenda 2020 and determined that some 88 per cent of its recommendations have been achieved – illustrating how this landmark set of recommendations has shaped and secured the future of the Olympic Movement. Its success led directly to the creation, publication and approval in 2021 of Olympic Agenda 2020+5 – detailed on the following pages.

**“With Olympic Agenda 2020, we turned challenges into opportunities. With Olympic Agenda 2020, we have changed the Olympic Movement.”**

Thomas Bach, IOC President



Olympic Agenda 2020+5 will guide the work of the IOC and the wider Olympic Movement through to 2025.

# OLYMPIC AGENDA 2020+5

The 137<sup>th</sup> IOC Session in March 2021 unanimously approved Olympic Agenda 2020+5 – which, following the conclusion of Olympic Agenda 2020, is the new strategic roadmap of the IOC and the Olympic Movement.

Olympic Agenda 2020+5 consists of 15 recommendations, developed through an inclusive and collaborative process. Building on the achievements of Olympic Agenda 2020, which are discussed on the previous pages, it will guide the work of the IOC and the wider Olympic Movement through to 2025.

## Five key trends

The 15 recommendations of Olympic Agenda 2020+5 are inspired by five key trends that are likely to be decisive in the post-coronavirus world. These trends are also areas where sport and the values of Olympism can play key roles in turning challenges into opportunities.

Reflecting the way that Olympic Agenda 2020+5 is already guiding every aspect of work at the IOC, this IOC Annual Report has been organised in alignment with these five trends. They are:

- **Solidarity**  
Solidarity rests at the heart of everything the Olympic Movement stands for. This is the opportunity for us to contribute to a more inclusive society and to peace. See *pages 40-77*.
- **Digitalisation**  
The physical and digital worlds are merging – giving us the opportunity to further embrace digital technology to address people more directly and promote the Olympic values. See *pages 78-87*.



## “Olympic Agenda 2020+5 has been developed by all of us and therefore belongs to the entire Olympic Movement.”

Thomas Bach, IOC President

### • Sustainable development

Sport is recognised as an important enabler of sustainable development. We can make a real difference through our contribution to the UN Sustainable Development Goals. See *pages 88-105*.

### • Credibility

Our ability to make a difference will rest with the credibility of our institutions and competitions by further strengthening integrity, transparency and good governance across the Olympic Movement. See *pages 106-125*.

### • Economic and financial resilience

The ongoing health crisis will have severe financial and economic consequences – and our opportunity is to emphasise our contribution to the recovery from the crisis. See *pages 126-137*.

Concluding his introduction at the Session, President Bach commented: “Olympic Agenda 2020+5, as our vision for the future of the Olympic Movement, addresses these overarching trends. The aim is to build even more solidarity, to harness the positive potential of digitalisation, to be the impactful enabler to achieve the UN Sustainable Development Goals, to strengthen the credibility of the constituents of the Olympic Movement, and to join forces with other values- or purpose-driven organisations.”

## OLYMPIC AGENDA 2020+5

### 15 recommendations

- 1 Strengthen the uniqueness and the universality of the Olympic Games
- 2 Foster sustainable Olympic Games
- 3 Reinforce athletes' rights and responsibilities
- 4 Continue to attract best athletes
- 5 Further strengthen safe sport and the protection of clean athletes
- 6 Enhance and promote the Road to the Olympic Games
- 7 Coordinate the harmonisation of the sports calendar
- 8 Grow digital engagement with people
- 9 Encourage the development of virtual sports and further engage with video gaming communities
- 10 Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals
- 11 Strengthen the support to refugees and populations affected by displacement
- 12 Reach out beyond the Olympic community
- 13 Continue to lead by example in corporate citizenship
- 14 Strengthen the Olympic Movement through good governance
- 15 Innovate revenue generation models

The complete text for Olympic Agenda 2020+5 can be found on pages 138–169.



SECTION 02

# THE OLYMPIC GAMES









More than 11,000 athletes competed across 19 days of competition at Tokyo 2020, seizing their moment to compete on the Olympic stage.

# OLYMPIC GAMES TOKYO 2020

Opening a year later than planned, the Olympic Games Tokyo 2020 proved to be an incredible success, bringing the world together and providing the perfect stage for the athletes to excel.

The Olympic Games Tokyo 2020 were an unprecedented demonstration of unity and solidarity as the world came together for the first time following the onset of the COVID-19 pandemic.

This sense of solidarity was critical to the success of the Games following their historic one-year postponement – especially in the development of the Tokyo 2020 Playbooks, the guidelines for safe and secure participation and operations. The Playbooks set a new standard for large-scale sporting events, ensuring everyone from athletes to the media would be able to safely take part in the Games.

Preparations were aided by the World Health Organisation (WHO), which offered technical advice to the IOC and Games organisers on public health. Speaking





Mutaz Barshim and Gianmarco Tamberi, pictured with bronze medallist Maksim Nedasekau (left), shared men's high jump gold.

## “The Olympic Games Tokyo 2020 are the Olympic Games of hope, solidarity and peace.”

Thomas Bach, IOC President

at the 138<sup>th</sup> Session, days before the Opening Ceremony, WHO Director General Tedros Adhanom Ghebreyesus expressed confidence in the measures in place: “There is no zero risk in life; there is only more risk, or less risk. And you have done your best.”

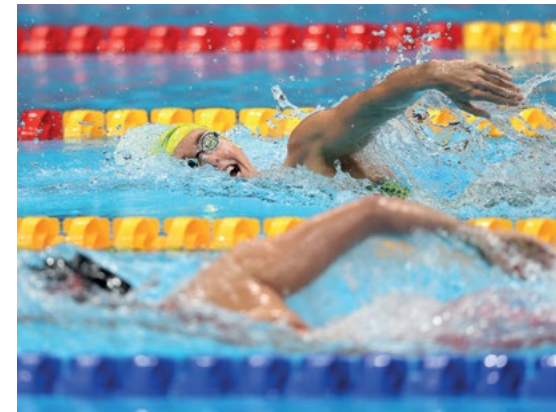
Tokyo 2020 also showcased the evolution of the Olympic programme, introducing new sports and events that strengthened the timeless appeal and relevance of the Olympic Games for a new generation. Among Tokyo 2020’s 339 events in 33 sports were the Olympic debuts of skateboarding, sport climbing, surfing and karate, as well as new events such as BMX freestyle and 3x3 basketball.

The expansion of the programme also included an increase in gender-equal competition opportunities as Tokyo 2020 became the most gender-balanced Olympic Games in history, with near-equal numbers of male and female athletes.

### Sporting highlights

More than 11,000 athletes competed across 19 days of competition at Tokyo 2020, seizing their moment to compete on the Olympic stage following a one-year delay. Highlights included:

- **More medals for more NOCs** Athletes from 93 National Olympic Committees (NOCs) won medals in Tokyo, and 65 NOCs came away with at least one gold medal – both Games records.
- **Multiple gold medals** Archer An San (KOR), canoeist Lisa Carrington (NZL), sprinter Elaine Thompson-Herah (JAM), and swimmers Caeleb Dressel (USA), Emma McKeon (AUS), Kaylee McKeown (AUS) and Ohashi Yui (JPN) all came away with multiple gold medals.
- **Host nation heroics** Japan’s athletes took the country to its most successful Olympic Games, winning 27 gold medals.
- **World record-breaking performances** Triple jumper Yulimar Rojas (VEN), hurdlers Sydney McLaughlin (USA) and Karsten Warholm (NOR), swimmers Caeleb Dressel (USA) and Tatjana Schoenmaker (RSA), and sport climber Aleksandra Mirosław (POL) were among the athletes to set new world records in Tokyo.
- **IOC Refugee Olympic Team** The team featured 29 refugee athletes, who all overcame unimaginable hardships to reach the Olympic Games.
- **Podium firsts** Hugues Fabrice Zango (BUR), Alessandra Perilli (SMR) and Polina Guryeva (TKM) won their countries’ first-ever Olympic medals, while Flora Duffy (BER), Hidilyn Diaz (PHI) and Fares Ibrahim (QAT) each won their countries’ first Olympic golds.
- **Olympic debuts** The Games saw great sportsmanship and youthful exuberance from skateboarders such as Sky Brown (GBR), Rayssa Leal (BRA) and Momiji Nishiya (JPN) as their sport made its Olympic debut – alongside karate, sport climbing and surfing.



Emma McKeon (top) won seven medals – four of them gold.



# Images of Tokyo 2020



01

**01**  
Sport climbing made a spectacular Olympic debut at Tokyo 2020

**02**  
The first ever Olympic surfing competition took place at Tsurigasaki Beach, Chiba

**03**  
The men's 100m title went to Marcell Jacobs – the first Italian to win gold in the event

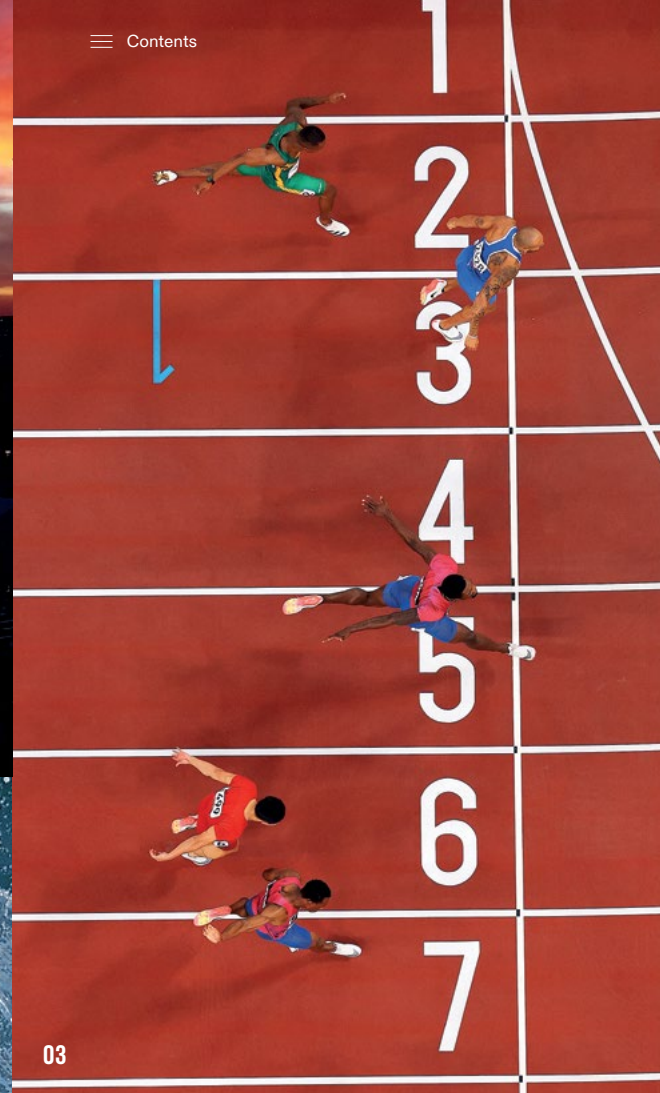
**04**  
Lisa Carrington won three golds, becoming New Zealand's most decorated Olympian

**05**  
Softball returned to the Games after a 13-year break – and home nation Japan won gold

**06**  
Bulgaria's Ivet Goranova powered to 55kg gold as karate made a thrilling Olympic debut



02



Contents

03





06



04



05

## COVID-19 countermeasures ensure safe Games

The IOC, the International Paralympic Committee (IPC), Tokyo 2020, the Government of Japan and the Tokyo Metropolitan Government worked alongside the world's leading experts in health and sport event delivery to put in place the necessary COVID-19 countermeasures that would enable a safe and successful Games.

The countermeasures outlined in the Tokyo 2020 Playbooks facilitated a safe environment for all Games participants and the population of Japan, with only 33 positive cases among the 11,300 athletes and just 464 overall among tens of thousands of accredited stakeholders. Data from the Government of Japan later confirmed that there was no spread of the new coronavirus between Games participants and the local population.

The learnings from these Tokyo 2020 countermeasures informed the planning for the Olympic Winter Games Beijing 2022.

## The most innovative Olympic Games ever

In line with the Organising Committee's vision of staging the most innovative Olympic Games in history, Tokyo 2020 saw the introduction of a wide range of cutting-edge solutions and new advancements that helped transform the Games experience for athletes, officials and fans alike.

In collaboration with the IOC and a host of other stakeholders, including the Worldwide Olympic Partners, Tokyo 2020 provided the next step in the Olympic innovation journey, with cutting-edge initiatives transforming the Games and showcasing new technology across five key areas: mobility, infrastructure, event operations, fan engagement, and sustainability. Major innovations included:

- Carbon-free hydrogen fuel for the Olympic cauldron and Games vehicles.
- Autonomous vehicles for transporting athletes and officials around the Olympic Village.

- An efficient facial-recognition system to expedite venue access.
- Robots to support officials at competition venues.
- Ground-breaking motion-sensing and positioning systems to track athlete performances, giving viewers a new understanding of how medals were won.
- A new cloud-based service to calculate and assess the risk of heatstroke for Games officials and volunteers.
- The expanded use of 5G network infrastructure, improving connectivity and enabling new possibilities for immersive experiences.

## Athletes thankful for Games taking place

Thousands of grateful athletes expressed their thanks that they finally had the opportunity to realise their Olympic dreams following the one-year postponement of Tokyo 2020. One to do so was American rower Julian Venosky: "There are a lot of protocols, a lot of rules we have to follow,

but the volunteers, the organisers, the staff have been super-professional, super-helpful [and] super-nice. The atmosphere in the Village is great [and] I'm having a great time."

A post-Games survey conducted with the athletes also clearly demonstrated Tokyo 2020 was important to them –with 93 per cent of athletes stating that it was important "to compete at the biggest multi-sports event on earth".

## Sustainability and legacy

Tokyo 2020 went beyond carbon neutrality by reducing carbon emissions and compensating more than the remaining emissions through carbon-reduction measures such as the use of renewable energy, fuel-efficient vehicles and minimising construction. For much more on sustainability at Tokyo 2020, see page 96.

From increased sports participation to initiatives aimed at shaping a more sustainable society, Tokyo 2020 also created a wide range of long-term benefits for both the host city and its people – in line with the IOC's legacy approach, introduced as part of Olympic Agenda 2020, that aims to ensure



Competitors in the men's decathlon celebrate together on the track after the conclusion of their competition.





Children were widely engaged in Tokyo 2020 – both before and during the Games.

it is the Games that adapt to the host's needs. Legacy initiatives included:

- Using the Games to increase sports participation among Tokyo residents.
- Actively engaging the Japanese public – particularly children – in preparations for the Games, with some 160,000 initiatives put in place.
- Showcasing sustainable solutions through such initiatives as the Tokyo 2020 medals and podiums, respectively fabricated from mobile phones and plastic waste donated by the public.

- Promoting next-generation mobility with high environmental performance, including hydrogen cars, fuel-cell vehicles (FCVs) and fuel-cell technologies.
- Ensuring the eight new Games venues were constructed with social and environmental considerations taken into account.

For more on these and other legacies of Tokyo 2020, see *page 96*.

**“The experience of my life. I couldn’t be more grateful and I can’t wait to share it with everyone back home.”**

**Damian Warner (CAN)**, men’s decathlon gold medallist at Tokyo 2020



### Continued appeal of the Olympic Games

Independent consumer research conducted on behalf of the IOC following Tokyo 2020 revealed that the Olympic Games remain the most appealing sports and entertainment property in the world.

In addition, almost two-thirds of respondents deemed Tokyo 2020 to be a success, while 59 per cent believed the Games had represented a “light at the end of the tunnel” in the context of the COVID-19 pandemic.

The study also highlighted that the Olympic Games are perceived overall as a “force for good” as, for a majority of respondents, the event is socially responsible and managed in a sustainable way.

The Olympic rings also outperformed other globally recognised symbols across values including “Global”, “Diversity”, “Inspirational”, “Optimistic” and “Inclusive”, as well as the Olympic values of “Excellence” and “Friendship”.

# PREPARATIONS FOR FUTURE GAMES

Despite the continuing challenges of the COVID-19 pandemic, the Organising Committees for Beijing 2022, Paris 2024, Milano Cortina 2026 and LA28 continued to make excellent progress in their preparations for the Games.

## OLYMPIC WINTER GAMES BEIJING 2022



LOCATION: BEIJING, CHN  
 DATES: 4–20 FEBRUARY 2022  
 SPORTS: 7 DISCIPLINES: 15  
 EVENTS: 109  
 ATHLETES: 2,892  
 WEBSITE: BEIJING2022.CN

Beijing 2022 demonstrated its readiness to host the Olympic Winter Games, moving into operational delivery mode ahead of welcoming the world's finest winter sports athletes to the Games.

Organisers' preparations were characterised by the need to deliver safe and secure Games during the pandemic, developing robust COVID-19 countermeasures to ensure the health and safety of participants and the local population.

Other key achievements and developments in 2021 included:

- Olympic Truce** At its 76<sup>th</sup> Session in December 2021, the United Nations (UN) General Assembly adopted the Olympic Truce for Beijing 2022 by consensus, highlighting the contribution of sport to the promotion of peace and solidarity.
- Support from the G20** World leaders in Rome for the G20 Summit in October expressed their support for Beijing 2022.
- Test events staged** A series of international test events and training activities at Olympic Winter Games venues provided Beijing 2022 with important learning opportunities, allowing the Organising Committee to make operational improvements ahead of the Games.
- 100 days to go** Organisers staged a series of events and digital activations on 27 October 2021 to mark 100 days until the Games – including the unveiling of the Beijing 2022 medals, with a design based on Chinese ancient jade concentric circle pendants.
- New Playbooks published** Two new editions of the Playbooks featured full details of COVID-19 countermeasures and gave guidance to help athletes, team officials and other participants finalise plans for their arrivals, departures and time spent in Beijing.
- Legacy Report launched** June 2021 saw the launch of the pre-Games Beijing 2022 Legacy Report, highlighting the impact that the Games had already had on local communities – including through increased employment, infrastructure and the engagement of over 300 million people in winter sports.
- Games motto revealed** “Together for a Shared Future” was revealed as the Games' motto in September. The motto represents the power of the Games to overcome global challenges as a community with a shared future for humankind.
- Posters unveiled** September also saw the release of a series of official and promotional posters for the Games.
- Olympic flame arrives** Following its traditional lighting ceremony in Ancient Olympia, the Olympic flame arrived in China on 20 October 2021 – ahead of Beijing becoming the first city to welcome the flame for both the Summer and Winter Olympic Games.



Greek skier Ioannis Antoniou was the first torchbearer as the Olympic flame began its journey from Olympia to Beijing in October.





Mayor Anne Hidalgo (left, with Olympic flag) and Paris 2024 President Tony Estanguet celebrated with French athletes in Paris.

## OLYMPIC GAMES PARIS 2024



LOCATION: PARIS, FRA  
 DATES: 26 JULY - 11 AUGUST 2024  
 SPORTS: 32 DISCIPLINES: 48  
 EVENTS: 329  
 ATHLETES: 10,500  
 WEBSITE: PARIS2024.ORG

Paris 2024 advanced to the next stage of its preparations in 2021, as it aimed to finalise plans and contract delivery partners. Organisers also focused on engagement, capitalising on increased visibility due to Tokyo 2020. Milestones in 2021 included:

- **Handover from Tokyo 2020** Paris Mayor Anne Hidalgo received the Olympic Flag from Tokyo Governor Yuriko Koike in a spectacular handover during the Tokyo 2020 Closing Ceremony. A live broadcast then took viewers to handover celebrations in Paris, attended by French Olympians and thousands of fans, which were followed by engagement activities, including a tour of the country with the Olympic and Paralympic flags.

- **1,000 days to go** Paris marked 1,000 days until the Games on 30 October 2021 – with more than 3,600 runners taking to the streets the next day for a race along the Champs-Élysées with two-time Olympic champion Eliud Kipchoge.
- **Opening Ceremony** December saw the announcement that the Opening Ceremony will be held on the River Seine – the first time it has taken place outside a stadium. More than 160 boats will carry delegations past landmarks such as Notre-Dame, the Louvre and the Eiffel Tower, and more than 600,000 spectators are expected to attend.
- **Olympic and Paralympic Week** This annual event, held in February, continues to promote participation in sport among young people. A campaign aimed at introducing 30 minutes of daily physical activity to French schools reached more than half a million schoolchildren in 2021.
- **Celebration sites** Some 20 celebration sites across France – and in Tahiti – engaged the public during Tokyo 2020.

“Great progress [is] being made, despite an incredibly challenging period for society.”

Pierre-Olivier Beckers-Vieujant, Chair of the Paris 2024 Coordination Commission

- **Games Experience Programme** Members of the Organising Committee gained invaluable first-hand experience of Games-time operations in Tokyo through this vital programme.
- **Climate Strategy** The Paris 2024 Board approved the Games’ Climate Strategy, committing Paris 2024 to organising the world’s first climate positive Olympic and Paralympic Games. See page 100.
- **Public support** A survey conducted in the wake of Tokyo 2020 revealed that 82 per cent of French people are in favour of hosting Paris 2024, with support among those aged 18–24 at 92 per cent.
- **Collaboration with Milano Cortina 2026** See page 32.
- **Qualification systems approved** In October 2021, the IOC Executive Board approved the Qualification System Principles for all the IFs’ qualification systems for these Games.
- **Training camp booking platform** July saw the launch of the digital platform for training camp bookings, which includes information on more than 700 options available to NOCs.
- **New headquarters unveiled** Pulse, Paris 2024’s new and highly sustainable headquarters in the Seine-Saint-Denis district, opened in 2021 and welcomed visitors including Emmanuel Macron, the French President.
- **First stone laid** In October, Anne Hidalgo laid the first stone of the Arena Porte de la Chapelle, a new competition venue that will be a major Games legacy.



The spectacular resort of Livigno will host the Milano Cortina 2026 freestyle skiing and snowboarding competitions.

## OLYMPIC WINTER GAMES MILANO CORTINA 2026



LOCATION: MILANO AND CORTINA, ITA  
DATES: 6-22 FEBRUARY 2026  
SPORTS: 8 DISCIPLINES: 16  
WEBSITE: MILANOCORTINA2026.ORG

The Milano Cortina 2026 Organising Committee made significant progress in its planning throughout 2021. There were notable developments in key areas such as branding, engagement and the evolution of its venue masterplan, which is benefiting from close collaboration with host territories and the experience of other events in Italy.

Key developments in 2021 included:

- **Games emblem launched** March saw the launch of the official Games emblem

**“Hard work has allowed organisers to set themselves up to deliver superb Olympic and Paralympic Winter Games in 2026.”**

Sari Essayah, Chair of the IOC’s Milano Cortina 2026 Coordination Commission

following a global vote that attracted over 871,000 votes from 169 countries. Three-quarters of voters selected the “Futura” design, which traces a single ice-white line of the number 26 – reflecting Milano Cortina 2026’s ambition to place sustainability and legacy at its core. Organisers chose to express a message of solidarity by using a single distinct element for the Olympic and Paralympic Winter Games – and the emblem has been adapted to include the colours of the natural light phenomenon often observed above the Dolomites.

- **Games Experience Programme** Members of the Organising Committee gained invaluable first-hand experience of Games-time operations in Tokyo through this vital programme.
- **New sport approved** The 138<sup>th</sup> IOC Session in July approved the inclusion of ski mountaineering for the Milano Cortina 2026 programme following a proposal by the Organising Committee.
- **Collaboration with Paris 2024** In August, Milano Cortina 2026 and Paris 2024 signed a collaboration agreement aimed at encouraging joint initiatives and activities in an effort to stage more sustainable, innovative and spectacular Games in 2024 and 2026.
- **Ambassador programme** The Milano Cortina 2026 Ambassador programme now includes Olympic gold medallists Deborah Compagnoni, Federica Pellegrini and Alberto Tomba; Paralympic gold medallist Bebe Vio; and former international footballer Francesco Totti.
- **Handover preparations** Organisers prepared for a unique handover following Beijing 2022, featuring the mayors of both Milan and Cortina d’Ampezzo – a Closing Ceremony first.
- **Public engagement** A number of national engagement programmes were planned to capitalise on the handover, aimed at generating excitement among the local population while sharing the best of Italy with the world.



## OLYMPIC GAMES LA28



LOCATION: LOS ANGELES, USA  
 DATES: 21 JULY – 6 AUGUST 2028  
 WEBSITE: LA28.ORG

Legacy and commercial success were all key to the steady progress of preparations for the Olympic and Paralympic Games LA28 during 2021.

The Organising Committee is now advancing its planning based on strong foundations – and on a Games Plan that capitalises on the use of world-class sporting infrastructure, supported by an expert workforce experienced in delivering global events. Consequently, LA28 is focusing on human legacies to ensure it leaves lasting positive impacts on the community – including in the years leading up to the Games.

Major achievements and developments in 2021 included:

- **PlayLA** This initiative, launched in November and made possible by a USD 160 million investment by the IOC, provides affordable and accessible programmes to make sport more accessible to children across Los Angeles. Through the City of Los Angeles Department of Recreation & Parks, PlayLA will ensure every child aged 5–17 has a chance to participate in low-cost or no-cost quality sports programming in their neighbourhood.
- **New agreement** Approved by the Los Angeles City Council in December, a new agreement between the City of Los Angeles and LA28 establishes an operational framework that supports co-creating Games centred on collaboration, community benefit, risk mitigation and financial protections.
- **Partnerships signed** A number of high-profile commercial partnerships, including with Comcast, Deloitte and Salesforce, have helped put LA28 into



LA-based muralist Kristy Sandoval in front of her LA28 mural at the Delano Recreation Center in Van Nuys, Los Angeles.

an excellent position to achieve its sponsorship target of USD 2.5 billion ahead of the Games.

- **New CEO** Kathy Carter was appointed in September to lead the planning and execution of the 2028 Games, overseeing efforts to ensure they deliver a legacy for athletes, Los Angeles and global sport.

**“Considering all that’s been achieved by LA28 so far, it gives us great belief in the work we are doing, together, to deliver an unforgettable Games in 2028.”**

**Nicole Hoevertsz**, Chair of the IOC’s LA28 Coordination Commission

# PREPARATIONS FOR FUTURE YOUTH OLYMPIC GAMES

Following the great success of the Winter Youth Olympic Games (YOG) Lausanne 2020, the IOC's efforts in 2021 were focused on the Winter YOG Gangwon 2024 and the YOG Dakar 2026.

## WINTER YOUTH OLYMPIC GAMES GANGWON 2024



LOCATION: GANGWON, KOR  
 DATES: 19 JANUARY -  
 1 FEBRUARY 2024  
 SPORTS: 7 DISCIPLINES: 15  
 EVENTS: 81  
 ATHLETES: 1,900

Following Gangwon's election as host of the Winter YOG 2024 at the 135<sup>th</sup> IOC Session in 2020, the Organising Committee has been working in close partnership with the IOC to advance Games planning.

Gangwon 2024 will draw on the success of the Olympic Winter Games PyeongChang 2018, continuing its vision of bringing sport to a new generation of winter athletes. Hosting the Winter YOG will also leverage the significant investment that the Republic of Korea has made in developing winter sport – and Gangwon 2024 will benefit from many PyeongChang 2018 venues, ensuring cost-efficient and sustainable YOG.

Progress in 2021 included:

- **Coordination Commission** The first meeting between the IOC's Coordination Commission and Gangwon 2024 in March discussed opportunities and challenges, and how to find and co-create smart solutions by adapting to the local context. The ultimate aim is to organise efficient, impactful and transformative YOG – delivered for, by and with young people.

- **Games vision** March also saw the announcement of organisers' vision for the YOG: "Youth celebrating peaceful coexistence and unity through sport to create a better future together."
- **Event programme** The IOC Executive Board approved the event programme and athlete quotas, offering more young elite athletes access to the Winter YOG environment with full gender equality.
- **Dates and venues** In December, the IOC Executive Board approved the final venue masterplan and the dates of the Games.

- **Youth engagement** Launched in April, Gangwon 2024's Youth Supporters initiative sees young people work closely with organisers on the development of digital content and other activities.
- **Weekly virtual meetings** The IOC and Gangwon 2024 continued to meet during the year to determine the best ways of engaging with young people.

**"Gangwon 2024 has the opportunity to leverage ongoing activities to engage youth."**

**Hong Zhang**, Chair of the IOC's Gangwon 2024 Coordination Commission



Some 30 young people were selected in 2021 to participate in Gangwon 2024's Youth Supporters initiative.





The Olympique Club in Dakar, one of the competition venues for the YOG Dakar 2026.

## YOUTH OLYMPIC GAMES DAKAR 2026



LOCATION: DAKAR, SEN  
DATES: TBA  
SPORTS: 35 DISCIPLINES: 40

Following the postponement of the Dakar YOG from 2022 to 2026, Dakar 2026 and the IOC formed a joint working group to explore new opportunities offered by the postponement. The objective is to contribute to the Senegalese sports landscape and industry in a sustainable manner, with a clear focus on youth.

The postponement has enabled organisers to place a greater emphasis on the large-scale mobilisation of young people from all regions of Senegal and their involvement in the organisation. It is hoped that these young people will benefit from the preparatory activities and feel connected to the YOG in 2026.

Dakar 2026 also now has a unique opportunity to further optimise its delivery plans and implement efficiencies. The IOC and other stakeholders have produced a revised preparation plan focused on:

- Enhancing transformation projects and developing new opportunities, particularly

those related to the local and national sports landscape.

- Adapting existing elements.
- Monitoring site and infrastructure construction, renovation and/or maintenance.

On 15 October 2021, the third meeting of the Dakar 2026 Coordination Commission took stock of progress on the first sports development initiatives. The Commission also received status updates on the ongoing renovation and construction work.

As per Dakar 2026's plans, the first initiatives on the ground got underway in the first half of 2022. A task force of teams from the IOC and Dakar 2026, plus local stakeholders including the Senegalese Ministries of Youth, Sport and Education, have begun working to identify the initial activities.

**“These first Games in Africa will be exemplary in a number of ways.”**

**Kirsty Coventry**, Chair of the IOC's Dakar 2026 Coordination Commission



## YOG education programme

The IOC has launched a new online resource for the Olympic Movement containing the educational content that is offered to young athletes during each edition of the YOG.

Launched in November 2021 as part of the IOC's commitment to educate and inspire elite young athletes, the YOG Education Programme @ Youth Sporting Events toolkit can be downloaded for free from the IOC website by International Federations (IFs), NOCs and organisers of sports events and championships.

The toolkit's content has been designed specifically for elite young athletes aged 15–18 who are eager to learn how to become champions on the field of play and in life. Collated under the IOC's leadership, it contains three focus areas: athlete protection; performance; and assisting athletes outside sport.

A second toolkit provides practical advice on how to run activities, recommendations for briefing activity leaders, and other tips needed to stage a well-attended, successful event.



The IOC works in partnership with cities, regions, countries and their respective NOCs to design a Games plan and vision driven by the principles of sustainability, flexibility and legacy.

# FUTURE HOSTS

Despite the challenging global context, interest in hosting the Olympic Summer and Winter Games remains high – thanks in part to the IOC’s dramatic reforms to electing future hosts.

The IOC’s reforms to the election of future Olympic hosts were fully put into practice in 2021, when Brisbane 2032 became the first host elected under the new system (see [page 38](#)). This new approach is tailored to suit the needs of all potential hosts, at any stage of development of their project.

The IOC works in partnership with cities, regions and countries to design a Games plan and vision driven by the principles of sustainability and legacy. This means that hosts are more able to deliver Games that fit their specific context and ambitions,



while maintaining the magic of the Games and providing athletes with the best possible experience.

This approach is already resulting in significant cost savings for potential hosts, as well as more sustainable projects and master plans, using maximum existing and temporary venues. The reforms are also ensuring the resilience of the Olympic Movement – that it remains in step with a rapidly changing world.

The Future Host Commissions, which monitor and promote interest in hosting, are able to take a long-term strategic outlook across all Games editions, with no fixed bid cycles. The IOC therefore has flexibility to seize an opportunity in the best interests of the Olympic Movement, taking into account everything from socioeconomic and environmental factors to legacy, funding strategies and transport infrastructure.

## Activity in 2021

The Future Host Commissions liaised regularly in 2021 with many NOCs, cities and regions interested in hosting the Games

to help them to develop their projects. The success of Tokyo 2020 and the election of Brisbane 2032 inspired confidence among potential hosts interested in starting conversations about staging the Games.

The Commissions ended the year deep in collaborative discussions with potential future hosts, with a particular focus on winter. In November, the Future Host Commission for the Olympic Winter Games, chaired by Octavian Morariu, held a meeting to review the very strong interest from previous hosts and new regions. The Commissions also continue to research opportunities and challenges that may affect Olympic hosting – including the impact of climate change.

## Commission Members

In September, Einars Fogelis, President of the International Luge Federation, was appointed to the Future Host Commission for the Olympic Winter Games, representing the Olympic Winter IFs. The appointment followed the sad passing of Commission member Gian-Franco Kasper.

**“I am grateful for this opportunity to collaborate with potential hosts on Olympic projects that will help them achieve their long-term goals.”**

**Kolinda Grabar-Kitarović**, the new Chair of the Future Host Commission for the Games of the Olympiad

In October, Kolinda Grabar-Kitarović was appointed as Chair of the Future Host Commission for the Games of the Olympiad. Her predecessor Kristin Kloster Aasen stood down following her election to the IOC Executive Board – to ensure the IOC Session’s broader participation in the election procedure, Executive Board members may not serve on Future Host Commissions.



# 80%

Reduction in Brisbane 2032's predicted candidature budget compared to average Candidate City budgets for the 2020, 2024 and 2028 Games

# HOST ELECTION OLYMPIC GAMES 2032

Brisbane 2032 became the first future host to be elected under and fully benefit from the IOC's new flexible approach to electing Olympic hosts.



Fans in Brisbane celebrate as the host of the Olympic Games 2032 is confirmed.

At the 138<sup>th</sup> IOC Session in Tokyo on 21 July 2021, Brisbane 2032 was elected by IOC Members as the host of the Games of the XXXV Olympiad.

Following the election, the Host Contract was signed by the Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade; Councillor Adrian Schrinner, the Right Honourable Lord Mayor

of Brisbane; and John Coates AC, President of the Australian Olympic Committee (AOC).

## Working in partnership

The host election was the culmination of an intensive Targeted Dialogue, opened in February 2021 by the IOC Executive Board, during which all aspects of Brisbane and South-East Queensland's Games vision

**“We have a new model that downsizes the budget but supersizes the benefits. This is very exciting, not just for Brisbane but for other cities that aspire to host the Olympics.”**

Adrian Schrinner, Lord Mayor of Brisbane

and project were analysed. The IOC worked closely with Brisbane 2032 to ensure that its legacy and venue plans align with social and economic development plans for the city and region.

The AOC and the Brisbane 2032 Committee made a number of presentations during Targeted Dialogue, including a final presentation at the 138<sup>th</sup> Session. IOC Members were engaged and consulted at every stage of the development and implementation of the new approach to electing hosts – and had several opportunities to pose questions to Brisbane 2032 and to IOC Member Kristin Kloster Aasen, then the Chair of the Future Host Commission for the Games of the Olympiad. Olympic stakeholders such as the Association of Summer Olympic International Federations (ASOIF) were also consulted.

Brisbane 2032 responded to the IOC's Future Host Questionnaire and submitted a number of guarantees and assurances. In line with the IOC's commitment to transparency, the Brisbane 2032 responses, along with the Report of the Future Host Commission and the IOC Feasibility Assessment of Brisbane 2032, were published on the IOC website.





Brisbane 2032's legacy and venue plans align with social and economic development plans for the city and region.

The viability of the Brisbane 2032 project is demonstrated by its core strengths:

- Passion Sports-mad Australia** has sent athletes to every edition of the modern Olympic Games, and nearly every edition of the Olympic Winter Games and Paralympic Games.
- A strong masterplan** The venue masterplan uses 84 per cent existing and temporary venues, with the remaining venues delivered well in advance to meet the needs of a fast-growing population.
- Solid support** All three levels of government, the Australian population and the private sector have shown strong support for the Games.
- Lasting and meaningful legacies** Brisbane 2032 has committed to embrace the principles of Olympic Agenda 2020 and 2020+5.
- Alignment with long-term strategies** Brisbane 2032 will accelerate progress towards long-term socioeconomic goals, the Olympic Movement's goals, the UN Sustainable Development Goals and the WHO guidelines on physical activity.
- A clear Olympic and Paralympic vision** Brisbane 2032 will be as inclusive as possible, with a "10+10+" legacy concept spanning 10 years before and 10 years after the Games.
- A commitment to sustainability** In line with Olympic Agenda 2020+5, Brisbane 2032 has embraced a commitment to stage climate positive and athlete-centric Games.
- A balanced, fully privately funded budget** An impact study by KPMG, commissioned by Brisbane 2032, clearly demonstrates the social, environmental and economic benefits of holding the Games.

**“Brisbane 2032 will deliver a great legacy, but most importantly it will deliver great Games for the athletes and for the fans.”**

**Kirsty Coventry**, Chair of the IOC's Brisbane 2032 Coordination Commission

### IOC Coordination Commission announced

In October 2021, the IOC announced the composition of its Coordination Commission for the Olympic Games Brisbane 2032.

The Commission will be chaired by IOC Member Kirsty Coventry: five-time Olympian, two-time Olympic champion and a former Chair of the IOC Athletes' Commission. The Coordination Commission's membership is 66 per cent female and has an average age of 48 – and with the inclusion of more recently elected IOC Members, the Commission will bring a fresh perspective to Games preparations.



SECTION 03

# SOLIDARITY







**“Today, unity and peace are at risk because of increasing social, political and economic polarisation. The number of refugees and displaced persons is growing. Respect, inclusion and equality are eroding. Global solidarity is being challenged at a time when it is most needed. Yet, solidarity rests at the heart of everything the Olympic Movement stands for. This is the opportunity for us to contribute to a more inclusive society and to peace.”**

Olympic Agenda 2020+5

**S**olidarity is integral to the Olympic Movement and all that it stands for – and as Olympic Agenda 2020+5 outlines, it has never been more important than it is today.

The principle of solidarity runs through Olympic Agenda 2020+5 – from Recommendation 1, which positions sport as “a means to promote peace and inclusion”, to Recommendations 10 and 11, which call for the Olympic Movement to strengthen both “the role of sport as an important enabler for the UN Sustainable Development Goals” and “support to refugees and populations affected by displacement”.

Solidarity also runs through much of the IOC’s work, as this section discusses – from the work of Olympic Solidarity, which provides invaluable support to NOCs and athletes around the world; to the wealth of programmes supporting athlete welfare; to the organisation’s strong and long-standing commitment to equality, diversity, inclusion and human rights.

# OLYMPIC SOLIDARITY

Olympic Solidarity began its new four-year plan in 2021 – supporting all National Olympic Committees (NOCs) around the world with a wealth of support across a multitude of areas, and helping to keep athletes at the heart of the Olympic Movement.



Jacob Kiplimo and Joshua Cheptegei, two Olympic Scholarship holders, won bronze and silver for Uganda in the men's 10,000m.

Olympic Solidarity's mission, enshrined in Rule 5 of the Olympic Charter, is to provide assistance to NOCs for athlete development programmes, in particular those with the greatest need, so NOCs can fulfil their responsibilities to the Olympic Movement.

Olympic Solidarity administers and manages NOCs' share of Olympic Games revenue distribution, which it redistributes through

diverse programmes designed to increase NOCs' effectiveness and transparency. Recognising the diversity of the Olympic Movement, Olympic Solidarity offers NOCs a flexible approach to the use of these funds – always in accordance with principles of good governance. NOCs can now request Olympic Solidarity funding online via RELAY, Olympic Solidarity's new platform, which launched in January 2021.

## Olympic Solidarity in 2021

Olympic Solidarity's support for athletes and NOCs proved more crucial than ever in 2021 – a year in which the COVID-19 pandemic continued to sweep the world.

The most visible results of Olympic Solidarity's support for NOCs worldwide was, of course, the Olympic Games Tokyo 2020, and particularly the outstanding results achieved by Olympic Solidarity-supported athletes.

Some 827 holders of Olympic Solidarity's Olympic Scholarships for Athletes – Tokyo 2020 competed at the Games, a record number. This represents 45 per cent of the 1,836 athletes who received funding through this Olympic Scholarships programme, in which Olympic Solidarity invested USD 47 million. More than just helping athletes compete, these scholarships also helped drive podium success in Tokyo: 93 NOCs won medals, more than at any previous Games.

The success of Olympic Solidarity-supported athletes in Tokyo followed the decision, taken in 2020 but not fully effected until 2021, to increase the budget for Olympic Solidarity's IOC Subsidies for the Participation of NOCs in the Olympic Games from USD 46.7 million to USD 57 million due to the postponement of the Tokyo Games.

This additional budget of USD 10.3 million was designed to meet exceptional Games-related costs incurred by NOCs due to the postponement – and was





Richardson Viano benefited from a Beijing Olympic Scholarship in 2021 – helping him to become Haiti’s first winter Olympian.

invaluable in ensuring the continued universality of the Olympic Games. And then in November 2021, it was confirmed that an estimated remaining budget of USD 5 million from the Tokyo 2020 postponement subsidy would be used to create a new subsidy programme covering NOCs’ Games-related costs associated with the pandemic for the Olympic Winter Games Beijing 2022.

Away from Tokyo, Olympic Solidarity also continued supporting the establishment of NOC athletes’ commissions in 2021 – strengthening the athletes’ voice across the Olympic Movement. A total of 70 NOC athletes’ commissions from all continents applied for NOC Athletes’ Commission Activity Grants in 2021, continuing to create new opportunities and experiences for athletes around the world.

### Olympic Solidarity 2021–2024 Plan

The Olympic Solidarity 2021–2024 Plan came into effect in January 2021, with a four-year development and assistance budget of USD 590 million – an increase of 16 per cent on the previous four-year plan.

Olympic Solidarity’s priorities are to further develop the opportunities offered to NOCs and position Olympic Solidarity as the Olympic Movement’s main reference point for the development of sport – with seven key strategic objectives:

- **Empower** NOCs to keep athletes at the heart of the Olympic Movement.
- **Ensure** good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.
- **Strengthen** the Olympic Movement’s solidarity funding model.
- **Align** with the IOC’s strategy for the post-coronavirus world.
- **Enable** NOCs to contribute to the promotion of the Olympic values.
- **Provide** tailored services to NOCs.
- **Measure** the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.



### Olympic Solidarity: Five key targets for 2024

- 1** **Impacting** positively the universality of the Olympic Games.
- 2** **Contributing** to the training and education of athletes’ entourage.
- 3** **Helping** NOCs to build solid and sustainable administrative structures.
- 4** **Enabling** NOCs to contribute to the IOC’s post-coronavirus global strategy at national level.
- 5** **Increasing** NOCs’ capacity for good governance and effective sports management.



Croatian taekwondo star Matea Jelić was one of 30 Olympic Scholarship holders to win gold at Tokyo 2020.

### Olympic Solidarity programmes

Olympic Solidarity's assistance takes the form of multi-faceted programmes prioritising athletes and promoting the Olympic values. Designed jointly by the IOC and the NOCs, with IFs' technical assistance if necessary, the programmes fall into three key areas:

- **World Programmes**

Assistance to NOCs for the organisation of specific sports development activities across three development areas: Athletes and Sport Development, Values, and Capacity Building and Administration

- **Continental Programmes**

Varied programmes designed to meet NOCs' specific needs, taking into account continental priorities.

- **IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games**

Support for NOCs before, during and after each Games.

### World Programmes

World Programmes provide technical, financial and administrative assistance to the NOCs for specific sports development activities, and are essential for enabling the NOCs to fulfil their mission as defined in the Olympic Charter.

To emphasise Olympic Solidarity's priorities, the 20 World Programmes are divided into three development areas:

- Athletes and Sport Development, subdivided into:
  - Olympic Games Universality
  - Entourage
  - Sport Development
- Values
- Capacity Building and Administration

The first year of the Olympic Solidarity 2021–2024 Plan saw plenty of activity across the majority of its World Programmes, along with the completion of some programmes tied to the previous plan due to the Tokyo 2020 postponement.

## Athletes and Sport Development

### Olympic Games Universality Olympic Scholarships for Athletes – Tokyo 2020

**Athletes** 1,836 **NOCs** 186

**Budget in 2021** USD 10 million

Olympic Scholarships provide financial and technical support to elite athletes with the potential to participate in the Olympic Games, with a focus on athletes and NOCs with the greatest needs. Following the Tokyo 2020 postponement, the Olympic Solidarity Commission extended the Tokyo 2020 Olympic Scholarships programme by one year and USD 15 million. For more, see page 45.

### Olympic Scholarships for Athletes – Beijing 2022

**Athletes** 429 **NOCs** 80

**Budget in 2021** USD 7 million

Beijing 2022 Scholarships increase the competitiveness of the Olympic Winter Games by supporting NOCs that can present athletes with a proven winter sports record and technical level. NOCs with the largest delegations receive a tailor-made option to provide additional flexibility.

### Olympic Scholarships for Athletes – Paris 2024

The Paris 2024 Scholarships programme launched on 30 September 2021, with the first individual scholarships and tailor-made options allocated from 1 January 2022.

### Team Support Grant

**Teams** 67 standard • 36 extensions

**NOCs** 49 standard • 34 extensions

**Budget in 2021** USD 3 million

Team Support Grants enable NOCs to select a team to receive support, over the full duration of the Olympic Solidarity 2021–2024 Plan, to train for and take part in competitions with a view to attempting to qualify for the Olympic Games. NOCs benefiting from Team Support Grants during 2017–2020 were offered an extension for 2021 due to the postponement of Tokyo 2020 – and 28 Team Support Grant recipients from 25 NOCs competed in Tokyo, winning two gold, two silver and four bronze medals.



## Entourage

### Technical Courses for Coaches

**NOCs 53 Technical Courses 75**

**Budget in 2021 USD 3.75 million**

Active and National Federation (NF)-recognised coaches have an opportunity to take part in short-term training technical courses in several different areas. Many partner International Federations (IFs) quickly adapted to the pandemic to launch innovative online training in 2021.

### Olympic Scholarships for Coaches

**NOCs 119 Individual Scholarships 283**

**Budget in 2021 USD 2.5 million**

This programme enables active and NF-recognised coaches to receive continuous sport science training, sport-specific training and tailor-made training at a high-level training centre, university or IF-run establishment – often leading to certification by the centre or university concerned upon completion.

## Athlete Career Transition (ACT)

**NOCs 36**

**Budget in 2021 USD 0.75 million**

ACT assists NOCs to support their athletes – and specifically Olympians – through financial and supportive measures in view of successful post-sports careers.

## NOC Athletes' Commission Activity Grant

**NOCs 70**

**Budget in 2021 USD 2.5 million**

This programme aims to empower athletes by strengthening direct financial support for NOC Athletes' Commission activities.

## Sport Development

### Development of National Sports System

**Projects 32 NOCs 30**

**Budget in 2021 USD 2.5 million**

Through this plan, NOCs can develop and strengthen their basic coaching structures and related sports systems by putting in place a medium-term or

long-term action plan for one or more Olympic sports.

## Continental Athlete Support Grant

**NOCs 46**

**Budget in 2021 USD 3 million**

This grant helps NOCs to train their continental-level athletes for world, continental and regional multi-sports games, and eventually for the Olympic Games.

## Youth Athlete Development

**NOCs 23 athlete identification and training**

**54 IF training opportunities**

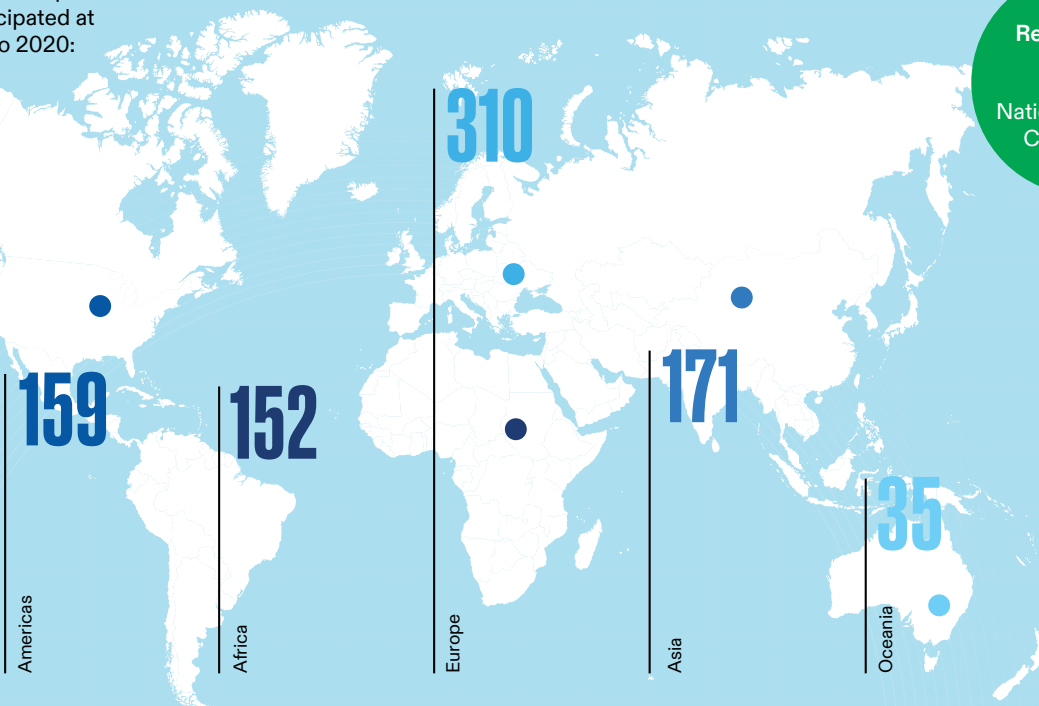
**Budget in 2021 USD 3 million**

This programme helps NOCs to identify and train young athletes for competition, and supports athletes who aim to participate in qualification events for Summer and Winter YOG. With the postponement of the YOG Dakar 2026, this part of the programme has focused on the Winter YOG Gangwon 2024.

## OLYMPIC SCHOLARSHIPS FOR ATHLETES – TOKYO 2020

# 827

Scholarship holders participated at Tokyo 2020:



Representing

# 178

National Olympic Committees

MEDALS

**30** gold

**36** silver

**47** bronze

**185** diplomas

## Refugee Athlete Support – Tokyo (extension)

**Athletes** 56 **Host NOCs** 21

**Budget in 2021** USD 1 million

(from Special Projects budget)

Some 25 of the 29 athletes selected for the Tokyo 2020 IOC Refugee Olympic Team were scholarship holders from this programme, which helps NOCs to identify and support elite refugee athletes.

## Values

### Olympic Values

**Initiatives** 130 **NOCs** 74

**Scholarships** 108 **NOCs** 58

**Budget in 2021** USD 6.25 million

This programme enables NOCs to realise the Olympic Movement vision of creating a better world through sport on an organisational level, ensuring organisations are safe, sustainable and inclusive; and on a community level, to help people be active in sport. It provides financial assistance for projects run by the NOC or with a partner organisation; scholarships toward training/educational opportunities; and Olympic Day celebrations.

## Capacity Building and Administration

### NOC Administration Development

**Administrative Subsidy** 182

**Management Initiatives** 71 **NOCs** 54

**Budget in 2021** USD 11.265 million

Olympic Solidarity provides each NOC with a minimum annual Administrative Subsidy of USD 45,000 towards their running costs. NOCs may also apply for assistance for Management Initiatives, which supports projects designed to enable them to strengthen their management structures.

### National Courses for Sports Administrators

**Sports Administrators courses** 89 **NOCs** 36

**Advanced Sports Management Courses (ASMC)** 29 **NOCs** 26

**Budget in 2021** USD 1.4 million

To ensure NOCs are led by qualified managers, Olympic Solidarity puts in place sport management training opportunities, run by the NOCs based on materials developed by Olympic Solidarity.

## International Executive Courses in Sports Management

**Scholarships** 58 **NOCs** 57

**Budget in 2021** USD 1.24 million

Olympic Solidarity offers access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management), which resumed online in 2021 following a hiatus caused by the pandemic.

## NOC Exchanges

**NOCs** 3

**Budget in 2021** USD 0.58 million

An important part of organisational learning takes place through exchanges among NOCs, and three such projects were approved in 2021.

## Forums for NOCs and Their Athletes

**NOCs** 142

**Budget in 2021** USD 2.3 million

Forums provide a unique opportunity to bring NOCs, athletes and Olympic Solidarity together to discuss specific topics. The pandemic meant that forums in 2021 were limited to online webinars, with 142 NOCs attending at least one webinar.

## Special Projects

**NOCs** 13 + IOC Refugee Olympic Team

**Budget in 2021** USD 2 million

This programme responds to NOCs in specific need that are facing extraordinary or unforeseen circumstances, and this year also provided support to the IOC Refugee Olympic Team ahead of Tokyo 2020.

## IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games

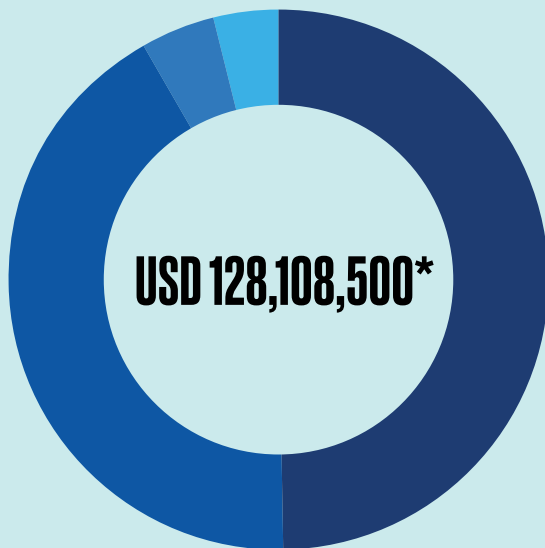
This programme assists NOCs by covering part of their costs linked to their participation in the Olympic Games and the YOG: helping to foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and giving additional support to NOCs for their contribution to the development and success of the Games.

Following the postponement of the Olympic Games Tokyo 2020, the financial assistance to NOCs was extended by one year and the budget of USD 56,300,000 was transferred to 2021. All 205 NOCs that participated at the Games benefited from these subsidies.



Luna Solomon took up shooting after leaving Eritrea in 2015 – and competed for the IOC Refugee Olympic Team at Tokyo 2020.

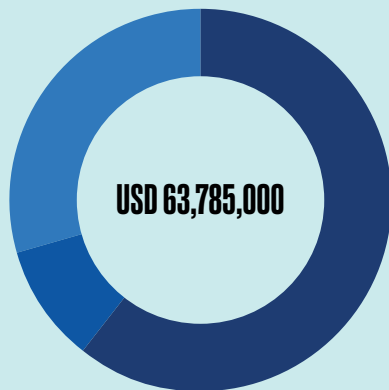




## OLYMPIC SOLIDARITY IN 2021

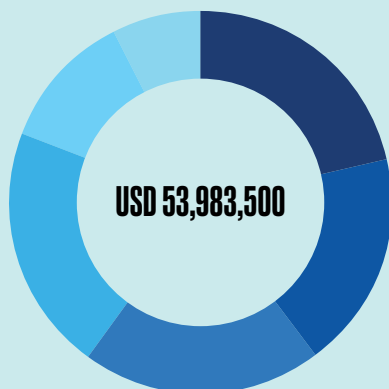
- USD 63,785,000      World Programmes
- USD 53,983,500      Continental Programmes
- USD 5,450,000      Administration
- USD 4,890,000      Technical support services

\* Due to the Olympic Games Tokyo 2020 postponement, the budget of USD 56.3 million for IOC Subsidies for the NOCs' Participation in the Olympic Games Tokyo 2020 (including the specific postponement subsidy), approved during the Olympic Solidarity 2017–2020 Plan, is now part of the 2021 budget.



## WORLD PROGRAMMES IN 2021

- USD 38,750,000      Athletes and Sport Development
- USD 6,250,000      Values
- USD 18,785,000      Capacity Building and Administration



## CONTINENTAL PROGRAMMES IN 2021

- USD 11,564,000      Africa
- USD 10,025,000      Americas
- USD 10,922,500      Asia
- USD 11,184,500      Europe
- USD 6,287,500      Oceania
- USD 4,000,000      Association of National Olympic Committees

# ATHLETE SUPPORT

Complementing the assistance offered by Olympic Solidarity’s range of athlete-focused programmes, the IOC’s new Athletes’ Department and Athlete365 programmes continued to ensure that athletes are supported, informed and kept at the very heart of the Olympic Movement.

## Olympic Solidarity programmes

The IOC supported thousands of athletes through Olympic Solidarity programmes, dedicating a budget of approximately USD 35 million in 2021. This includes direct support through Olympic Scholarships and Team Support Grants to prepare for Tokyo 2020, Beijing 2022 and Paris 2024; direct support to train at continental level; support for younger athletes to qualify and compete at the YOG; and indirect support for athletes’ entourage, including coaches and NOC athletes’ commissions. See pages 42–47.

## New IOC Athletes’ Department

The IOC stepped up its support to athletes in 2021 with the launch of its new Athletes’ Department, which oversaw an enhanced suite of Athlete365 tools and services – plus exclusive offers for Olympians at Tokyo 2020.

The IOC created the department in line with Recommendation 3 of Olympic Agenda 2020+5, which calls for the IOC to “Reinforce athletes’ rights and responsibilities”. Beijing 2008 Olympian Kaveh Mehrabi, who joined the IOC Sports Department six years earlier to lead the section in charge of relations and engagement with athletes and athlete-related programmes, was appointed Director.

The Athletes’ Department, which includes five Olympians, will serve the IOC Athletes’ Commission’s work in five priority areas:

- Supporting the successful delivery of the Olympic Summer and Winter Games.

- Working on programmes to support athletes’ and Olympians’ physical and mental well-being and career transitions, and maximising the impact and reach of the IOC’s existing athlete-focused efforts.
- Empowering the global network of athlete representatives throughout the Olympic Movement and facilitating the IOC’s direct engagement with athletes.
- Supporting IFs and NOCs in their efforts to support their athletes.
- Supporting the implementation of athlete-focused recommendations from Olympic Agenda 2020+5.



Yulimar Rojas, an Olympic Scholarship holder, won Venezuela’s first ever women’s Olympic gold with a world record in Tokyo.

**“We will continue to listen to athletes on the issues that matter most to them, and remain flexible to adapt to the ever-evolving sporting landscape.”**

**Emma Terho**, Chair of the IOC Athletes’ Commission



## Athlete365

Athlete365 is a thriving community that provides advice, services and tools to Olympians, elite-level athletes and their entourage on their journeys to the Olympic Games and beyond. The Athlete365 community grew significantly in 2021 to pass the 125,000-member milestone, thanks to successful digital engagement through the Athlete365 website, email newsletters and social media, and in-person at Tokyo 2020.

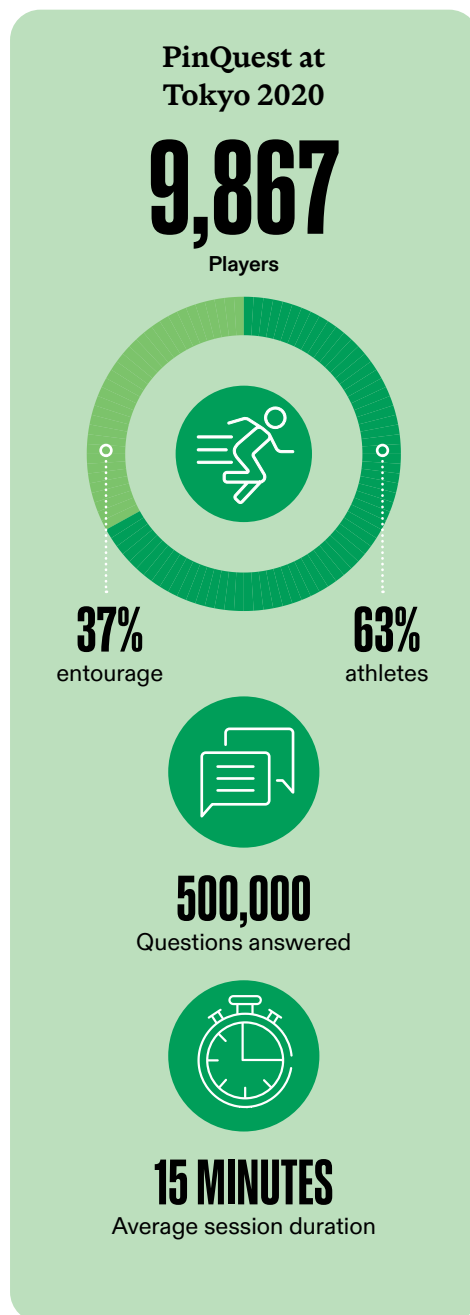
Highlights in 2021 included the relaunch of the website and Athlete365 Learning platform, resulting in a more dynamic user experience. For the first time, content was provided in Arabic, meaning Athlete365 is delivered in six languages: English, French, Spanish, Russian, Chinese, and Arabic.

### Athlete engagement at the Olympic Games Tokyo 2020

The global network of athlete representatives grew stronger in 2021, with 10 regular global calls in the lead-up to the Olympic Games Tokyo 2020, as well as dedicated calls with IFs and NOC athletes' commissions by the IOC Athletes' Commission. The purpose of the calls was to communicate important updates to the global athlete community related to the Games, answer questions, and ensure that athletes were familiar with the COVID-19 countermeasures outlined in the Playbooks.

Athletes enjoyed exclusive Olympian offers delivered by Athlete365 and the Worldwide Olympic Partners at the Games – for example:

- **Samsung** continued supporting Olympians by providing every athlete with a free, limited edition, Samsung S21 5G phone – pre-installed with PinQuest, which allowed athletes and entourage to compete for limited-edition Olympic pins by correctly answering questions on topics related to the IOC's educational messaging.
- **Airbnb** celebrated Olympians by offering them each a USD 500 Airbnb Travel Grant through the Airbnb500. See page 54.



With family and friends unable to join athletes at the Games, innovative new offerings helped athletes feel their support from afar:

- **Athlete Moment**, delivered in partnership with OBS, gave athletes in 15 sports the chance to connect with their loved ones straight after competition via video link.

- **Athlete365 Connect** helped athletes receive and post Games photos to social media, helping them to share their special moments with families, friends and fans.

The Olympic Games were followed by a similar engagement effort at the Paralympic Games, in partnership with the International Paralympic Committee (IPC), as Paralympians were welcomed into the Athlete365 community through access to many of the same exclusive offers.

### IOC Athletes' Commission Election

An IOC team at the Athlete365 Space encouraged participation in and answered any questions about the IOC Athletes' Commission Election.

Athletes could vote between 13 July and 3 August in 11 locations – the highest number of voting stations for any IOC Athletes' Commission election. In total, a record 30 candidates, from 30 countries and representing 19 sports, stood for election and 6,825 athletes voted, representing a participation rate of around 61 per cent.

The athletes at Tokyo 2020 elected Pau Gasol (ESP, basketball), Maja Włoszczowska (POL, mountain bike), Federica Pellegrini (ITA, swimming) and Yuki Ota (JPN, fencing) to the IOC Athletes' Commission, for a term ending at the Olympic Games LA28.

In addition, Humphrey Kayange (KEN, rugby) and Jessica Fox (AUS, canoe slalom) were appointed to the IOC Athletes' Commission by IOC President Thomas Bach in August and November respectively to ensure a diverse geographical spread of members. In June, Astrid Uhrenholdt Jacobsen (NOR, cross-country skiing) joined the Commission to replace Kikkan Randall, who stepped down for personal reasons.

At the new-look Commission's first meeting in August, Emma Terho (FIN, ice hockey) and Seung Ryu-min (KOR, table tennis) were elected as the new Chair and Vice-Chair respectively.

# ATHLETE365 COMMUNITY IN 2021

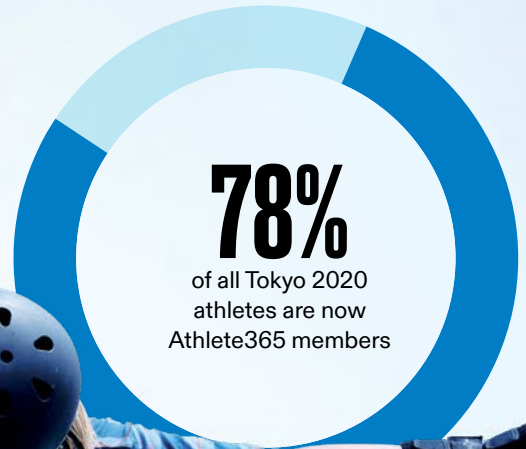


# 16,000

New registrations

# 8,200

new members from 206 countries (including 57% of all medallists) during Tokyo 2020



# 1,700+

Tokyo 2020 Olympians accessed professional imagery via Athlete365



# 125,000+

Members of the Athlete365 community

# 30,000+

Olympians included

## TOP PARTNER OFFERS

- USD 520,000 awarded in grants to 52 athletes through P&G Athletes for Good
- 7,000+ Olympians and Paralympians claimed Airbnb500 Travel Grants
- 500 Olympians and Paralympians awarded Airbnb Athlete Travel Grants
- 3,000+ elite athletes enjoyed access to LinkedIn Learning supported by Intel
- 2,000+ elite athletes utilised a Headspace subscription offered by Intel
- 100+ elite athletes benefited from expert mentoring offered by Intel
- 11,000+ Samsung phones delivered to Tokyo 2020 Olympians



## NOC Athletes' Commission Activity Grants

The NOC Athletes' Commission Activity Grants were offered for a second year in 2021. Over 70 NOC Athletes' Commissions across all five continents benefited from the grants, worth up to USD 10,000 each and funded by Olympic Solidarity.

From funding workshops on key topics such as anti-doping, mental health and safe sport to organising development projects and helping NOCs set up their own Athletes' Commissions, the Activity Grants continued to create new opportunities for athletes around the world.

## NOC Competition Uniform Support Programme

The IOC, the World Federation of the Sporting Goods Industry (WFSGI) and some of the world's leading sporting goods brands worked together to ensure that all athletes at Tokyo 2020 were equipped with the latest state-of-the-art competition apparel through the NOC Competition Uniform Support Programme.

Supporting athletes and NOCs that needed it most, the programme supplied essential and free competition clothing to more than 500 athletes from 73 NOCs, with each uniform tailored to the athlete and their NOC.

## International Athletes' Forum

Nearly 2,000 athlete representatives registered to participate virtually at the 10<sup>th</sup> International Athletes' Forum, the largest-ever athlete representative event, which ran from 26 to 27 May 2021. Held virtually for the first time, the Forum was delivered by the IOC Athletes' Commission and moderated by Olympian Jeanette Kwakye, and included live-streamed panel discussions and exclusive break-out sessions.

Athlete well-being and support were the key focus areas on day one, headlined by a panel discussion on mental health

featuring Olympic Alpine skiing champion Lindsey Vonn. Updates and discussions on the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 were the highlights of the second day, which also featured a dedicated Q&A session with President Bach.

## Athlete Expression

In September 2020, the IOC Athletes' Commission launched a global consultation to hear athletes' views on existing and potential new opportunities to express their views at the Olympic Games. More than 3,500 athletes from 185 NOCs, representing all 41 Olympic sports, completed a survey as part of the consultation – and the six



**“With this uniform, it doesn't matter where you come from or what your story is – you're on the same level as everyone else.”**

**Robyn Young (SWZ)**, swimmer and NOC Competition Uniform Support Programme beneficiary

## 10<sup>TH</sup> INTERNATIONAL ATHLETES' FORUM



# 2 DAYS

26–27 May 2021



Largest-ever athlete representative event



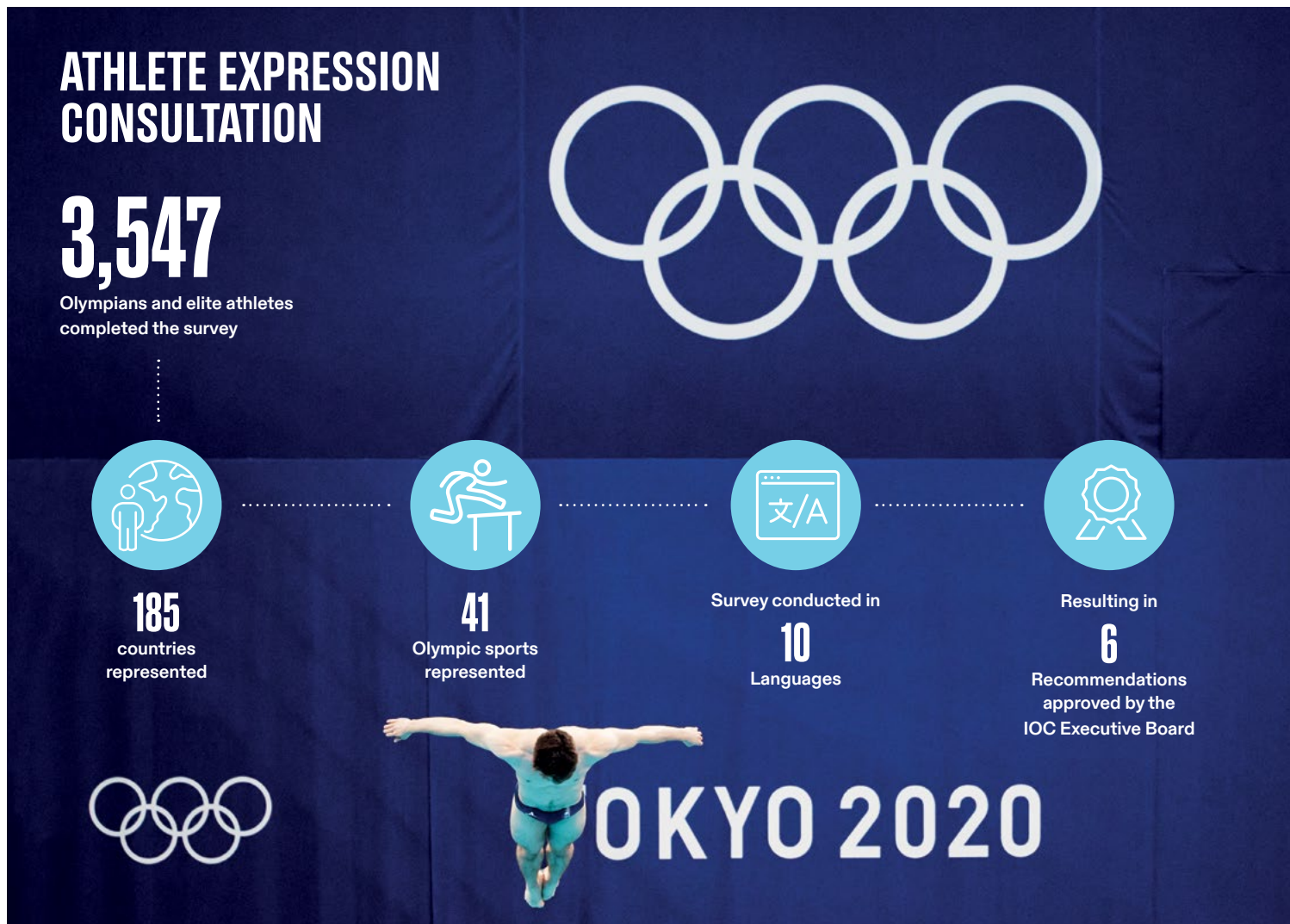
Live-streamed on Athlete365

# 2,000

Registered participants

# 199

NOCs represented



recommendations submitted by the IOC Athletes' Commission were a direct result of this collaborative process.

In April 2021, the IOC Executive Board approved all six IOC Athletes' Commission recommendations, providing athletes who would compete at Tokyo 2020 and Beijing 2022 with further clarity, opportunities and guidance. One of the recommendations was to adapt the Olympic Oath to include specific messaging on inclusion and non-discrimination, which came into effect at the Tokyo 2020 Opening Ceremony.

### Athlete365 Career+

Athlete365 Career+ supports athletes as they prepare for and go through career transition. Delivered in cooperation with The Adecco Group, the programme provides workshops and training for athletes in education, employment and life skills – and 2021 was another landmark year in this package of career support.

In total, 26 Athlete365 Career+ Power Up workshops were held online across the year, reaching more than 1,000 participants

from over 85 countries. These included nine global workshops, held in six languages and focused on self-awareness and career transition, plus 17 NOC- and IF-hosted workshops.

The IOC's Athlete365 Career+ collaboration with The Adecco Group was extended in 2021 and included the launch of the Athlete Career Portal, a unique subscription offering 12 months of free online career training, assessments, resources and job opportunities to Athlete365 community members.





Olympians Gus Kenworthy and Nastia Liukin hosted a discussion with four P&G Athletes for Good grant recipients.

**“I’m humbled and honoured! The best part was the feeling of winning USD 10,000 for someone else, someone who more than deserves this grant.”**

**Mariah Duran (USA),**  
skateboarding Olympian and  
P&G Athletes for Good grant recipient

### Athlete365 Business Accelerator

The Athlete365 Business Accelerator programme, a three-stage entrepreneurial journey funded by Olympic Solidarity, relaunched for a second round of athletes in May 2021, this time in an online format with updated delivery channels and content.

The first phase invited Olympians to attend an online, three-hour introductory bootcamp delivered in English, French and Spanish by industry experts, which attracted approximately 600 attendees. Phase two then helped the participants turn their ideas into genuine business plans with a six-lesson online course, during which time they also had the opportunity to connect and network with other athlete entrepreneurs through online hangout sessions.

Following phases one and two, 28 athletes were invited to the third and final acceleration phase, which provided them with training from global business

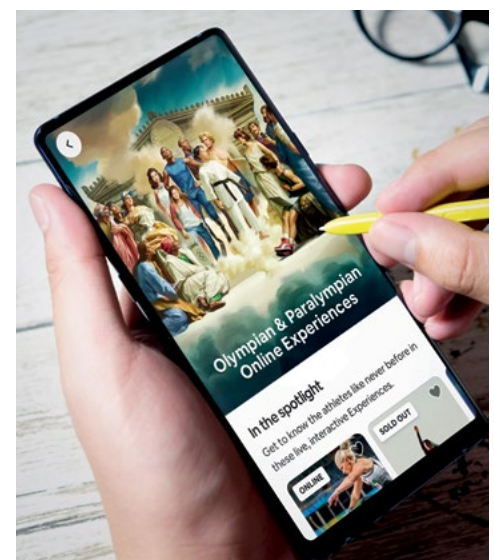
experts and dedicated support from local mentors over a six-month period to help their business progress from idea to launch.

### P&G Athletes for Good

The first recipients of the P&G Athletes for Good programme were announced in early 2021, with grants worth USD 10,000 each awarded to 52 charities chosen by athletes – a total of USD 520,000. The grants support athletes who are advancing important work in the areas of equality and inclusion, environmental sustainability and community impact, with the funds going directly to a charity of each athlete’s choice.

### Intel Exclusive Services

TOP Partner Intel continued to support the global athlete community on the road to Tokyo 2020 and Beijing 2022 with exclusive services delivered through Athlete365. Thousands of athletes benefited from free subscriptions to the Headspace app and a free annual subscription to LinkedIn Learning, while more than 100 received one-on-one career support from experienced Intel employees through the Intel Mentoring Programme.



Airbnb Olympian and Paralympian Experiences moved online.

## Airbnb Athlete Travel Grants

TOP Partner Airbnb strengthened its support to athletes in 2021 with the launch of the Airbnb Athlete Travel Grants. In the first of an eight-year commitment, the programme awarded 500 athletes an Airbnb Athlete Travel Grant worth USD 2,000 to use for travel-related accommodation costs linked to their preparation for future Olympic and Paralympic Games.

Airbnb also supported the Olympians and Paralympians who competed at Tokyo 2020 with the Airbnb500, a grant worth USD 500 that they could use for unwinding after the Games or going after their next goal. More than 7,000 athletes took advantage of this exciting offer.

The Airbnb Olympian and Paralympian Experiences programme continued

to expand in 2021, giving athletes the opportunity to share their passion and earn money by hosting in-person or online experiences. Many athletes hosted experiences every month in 2021, and were provided with support and advice from Airbnb and Athlete365 every step of the way.

## World Olympians Association

Fully funded by the IOC, the World Olympians Association (WOA) is an IOC-recognised organisation supporting 100,000 Olympians worldwide: keeping them connected with the Olympic Movement, celebrating their achievements and supporting them to give back to their communities.

### OLY House

The WOA launched the first-ever online OLY House for Tokyo 2020. This virtual space was

created for Olympians across the world to connect and celebrate the Games together.

Among a wide-ranging programme of events was Leave Your Mark, which invited Olympians to add their signatures to an online autograph collection in support of the Games. More than 1,800 added their autographs to the collection, which was used to create an exclusive souvenir poster that could be downloaded by participating Olympians as a permanent memory of Tokyo 2020.

Other online activities included:

- **OLY Day** National Olympians Association (NOA)-led celebrations to welcome home new Olympians during and after the Games.
- **Olympians for Life** Honouring five Olympians who excelled at the Games, and following their retirement from elite sport.



Elisa Hämmerle signed the Olympians Wall at Olympic House in 2021.



Sri Lanka was among the countries to receive a WOA Service to Olympians Grant in 2021.



- **Be OLY** Encouraging thousands of Tokyo 2020 Olympians to join WOA's OLY initiative and apply for post-nominal letters.
- **Tokyo 1964 Live Chat** A live conversation with Tokyo 1964 Olympians to hear about their experiences and how the Olympic world has changed since 1964.
- **Experience+** Introducing Japanese cultural experiences to WOA stakeholders via the Airbnb Experience+ Programme.

### WOA Grants Programme

The WOA's Service to Society and Service to Olympians Grants Programme supports projects to leave long-term positive legacies within communities or to enable the ongoing development of Olympians in line with the Olympic values.

In 2021, following a record level of applicants, the WOA awarded grants of USD 5,000 to 10 Olympian-led projects spanning all five continents. The grants will support NOAs and Olympians in projects such as using sport to integrate refugee children in Mali, upskilling Olympians with modern agriculture practices in Sri Lanka, preventing obesity by encouraging healthy lifestyles in Papua New Guinea, and promoting sport as a tool of social cohesion in France.

### University Scholarships for Olympians

Since 2020, a range of subsidised scholarships have been organised for Olympians through the WOA. In 2021, this included two fully-funded scholarships to participate in the September intake of the University of London's Postgraduate Certificate (PGCert) in International Sports Management.

Gakologelwang Masheto (BOT), a 400m runner who competed at Beijing 2008, and Kamolwan Chanyim (THA), a sailor who competed at Rio 2016 and Tokyo 2020, became the latest Olympians to benefit from the scholarship, which will provide them with new skills and improved leadership capabilities.



Kamolwan Chanyim of Thailand benefited from a WOA University Scholarship for Olympians in 2021.

# ATHLETE WELFARE

Athletes' well-being remains a top priority for the IOC – and 2021 saw the expansion of mental health programmes along with the further development of initiatives to raise awareness of harassment and abuse in sport.

## IOC Athlete Mental Health programmes

The IOC's Athlete Mental Health programmes and initiatives raise awareness of this important area of athlete welfare, providing tools, programmes and guidance for Olympic Movement stakeholders related to fostering psychologically safe athletic environments.

The protection and promotion of athletes' mental health and well-being is encompassed within the fundamental principles and frameworks of the Olympic Movement – including Recommendation 5 of Olympic Agenda 2020+5, "Further strengthen safe sport and the protection of clean athletes", which calls for the IOC to "increase mental health support programmes for elite athletes and their entourage".

Guided by its landmark 2019 Consensus Paper, which recommended prevention and management techniques for doctors, psychologists, psychiatrists and others who work with elite athletes, the IOC continues to lead the way on athlete mental health. In 2021, this leadership included the following initiatives.

## Mental Health in Elite Athletes Toolkit

Launched in May 2021, the IOC Mental Health in Elite Athletes Toolkit assists Olympic Movement stakeholders to develop and implement initiatives

related to the protection and promotion of mental health and well-being in elite athletes.

## Mentally Fit

The IOC's Mentally Fit Helpline offered all athletes at the Olympic and Paralympic Games Tokyo 2020 access to a dedicated 24-hour helpline offering mental health and well-being support. The helpline was staffed by expert counsellors and available in over 70 languages, and supplemented the mental health support services customarily in place during Games-time – including the presence of psychologists and psychiatrists in the Olympic Village Polyclinic.

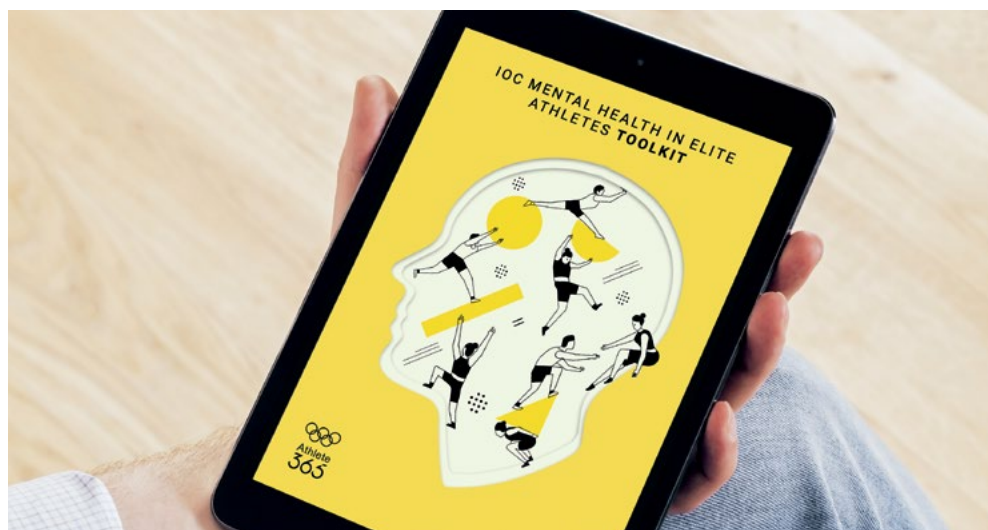
In addition, the IOC's #MentallyFit campaign in the Olympic Village featured posters and stickers containing QR codes that linked athletes to educational materials, interviews and videos on mental health and well-being on Athlete365.

## Safe Sport

The IOC continues to develop initiatives to raise awareness of the need for the prevention of harassment and abuse in sport – facilitating the implementation of safeguarding policies and procedures by sporting organisations, as well as implementing measures in its own jurisdiction. Olympic Agenda 2020+5 represents a further commitment by the IOC to develop programmes that ensure every athlete can train and compete in a safe sporting environment. Activities in 2021 included:

### IOC Safe Sport Action Plan

Launched in May 2021 following a wide-ranging consultation, the IOC Safe Sport Action Plan sets out six objectives designed to inspire and support the Olympic Movement in fostering safe sport and athlete well-being worldwide, and to ensure that the Olympic Games are at the forefront of athlete safeguarding and well-being.



The IOC Mental Health in Elite Athletes Toolkit launched in May 2021.



### Tokyo 2020 Safeguarding Campaign

An educational campaign in the Olympic Village featured posters and stickers with QR codes to lead athletes to educational materials on Athlete365 and to directly contact the IOC Safeguarding Officer. Other on-site services included the IOC Safe Sport Booth and the Office of the IOC Safeguarding Officers, who were on-site and available for appointments throughout Games-time.

### Consent in Sport

This new animated video was created to accompany the What Is Consent? informational webpage and explain what consent means in a sporting context. The video aims to help athletes recognise if someone is breaching boundaries.

### IOC Safe Sport Webinar Series

Following the success of the IOC Webinar Series for IFs in 2019, the IOC hosted a nine-part webinar series during 2020 and 2021 to assist NOCs. The series raised awareness of athlete safeguarding, facilitating the implementation of safe sport initiatives by bringing together experts to deliver informative, interactive and regionally relevant online sessions.

### International Safeguarding Officer in Sport Certificate

This first-of-its-kind eight-month course launched in September 2021 to equip all those involved with safeguarding athletes of all ages from harassment and abuse with the knowledge, skills and confidence needed to

**“Mental health and physical health are two halves of a whole, and care for both must be seen as a priority.”**

**Abhinav Bindra**, Olympic champion and member of both the IOC Athletes' Commission and the IOC Mental Health Working Group



Strict mask-wearing mandates at Tokyo 2020 extended to coaches and trainers on the field of play.

fulfil the role of Safeguarding Officer for their sport organisation. The first intake included 69 students from 38 countries, with Olympic Solidarity covering the registration fees of 18 participants through a dedicated scholarship programme.

### Athlete welfare at Tokyo 2020

#### COVID-19 countermeasures

The IOC, the IPC and the Tokyo 2020 Organising Committee worked with the Government of Japan and the Tokyo Metropolitan Government to put in place robust COVID-19 countermeasures at the Olympic Games Tokyo 2020.

The COVID-19 countermeasures were based on the extensive work of the All Partners Task Force, and on collaborations with scientific experts and organisations from across the world, including the World Health Organisation (WHO). The measures were detailed in a series of Playbooks distributed

to athletes and other stakeholders before the Games, and included strict mandates for mask-wearing, hygiene measures and physical distancing.

Tokyo 2020 implemented one of the most comprehensive screening testing initiatives in sporting history, with 651,296 tests carried out from 1 July to 7 August 2021. Local health authorities conducted a further 42,711 tests at Tokyo's main airports.

All athletes were tested at least twice before arriving in Japan. They were then tested at the airport upon arrival, and every day during their stay at the Olympic Village.

Sport-specific rules were developed to manage the impact of any confirmed positive COVID-19 cases on competition. The regulations mitigated any disruption in the competition schedule while protecting athletes and teams.

With only 33 positive cases among the 11,300 athletes, and 464 positive cases among tens of thousands of accredited stakeholders, the Olympic Games proved to be safe for both participants and the population of Japan. The learnings from Tokyo 2020 informed the planning for the Olympic Winter Games Beijing 2022.

Athletes praised the measures put in place at the Games. Some 89 per cent considered that they were “very well informed” about COVID-19 countermeasures before the Games, while 82 per cent rated the countermeasures in the Olympic Village as “good”.

#### Heat countermeasures

The IOC and the Tokyo 2020 Organising Committee worked with medical experts to develop tools and recommendations to counteract the effects of high temperatures during the Japanese summer. Measures included adapting some competition schedules to avoid the hottest daytime

temperatures; moving the marathon from Tokyo to Sapporo; and developing educational materials to help participants fully acclimatise and stay cool.

The IOC and Tokyo 2020 also planned various countermeasures for athletes, workers and spectators – including installing a dedicated “Heat Deck” medical facility at the Olympic Village Polyclinic and at several competition venues, where medical professionals could handle heat-related events with immediate cooling on-site and specialist diagnostic facilities to measure core temperature and blood sodium levels. Other countermeasures included cooling mist sprays and shade in warm-up areas, and ensuring every venue had adequate hydration and ice supplies.

### IOC World Conference on Prevention of Injury and Illness in Sport

The 6<sup>th</sup> IOC World Conference on Prevention of Injury and Illness in Sport was held in Monaco from 25 to 27 November 2021. The conference presented evidence-based information on methods to prevent injuries, illness and other health problems associated with sports participation from a multidisciplinary perspective.

The three-day event brought together more than 900 delegates from across the world for a wide variety of workshops and symposia, with keynote speeches addressing topics such as COVID-19 in athletes and injury prevention in youth sport.

**“Health risks are inherent to the practice of sport – we have the duty to provide effective medical advice and care for the athletes.”**

**Prof Dr Uğur Erdener**, Chair of the IOC Medical and Scientific Commission



Strict COVID-19 countermeasures ensured that the fields of play for each sport at Tokyo 2020 were kept scrupulously clean.



# GENDER EQUALITY AND INCLUSION

As Olympic Agenda 2020+5 makes clear, the IOC recognises that gender equality, inclusion and diversity are all integral to fulfilling its vision of building a peaceful and better world through sport.

## Gender Equality and Inclusion Report

The IOC published a Gender Equality and Inclusion Report in 2021. The report, the first of its kind, takes stock of the implementation of Recommendation 11 of Olympic Agenda 2020 and the 25 recommendations made by the IOC Gender Equality Review Project. Highlighting the substantial work that has so far been undertaken by the Olympic Movement, the Report also explores the remaining gaps and opportunities for further improvement.

## Gender Equality and Inclusion Objectives 2021-2024

The IOC has developed 21 Gender Equality and Inclusion Objectives for 2021–2024 to support the implementation of Olympic Agenda 2020+5. These objectives build on the progress made by Olympic Agenda 2020 and the IOC Gender Equality Review Project, with the goal of continuing the “promotion of women in sport at all levels and in all structures” while ensuring an inclusive approach that accounts for the diverse and intersectional identities of women and men.

The objectives have been informed by consultations with internal and external stakeholders, and are centred on five focus areas – Participation, Leadership, Safe Sport, Portrayal and Resource Allocation. Using the same framework as the IOC Sustainability Strategy, they have been categorised across the IOC’s three areas of responsibility: the IOC as an organisation, as the owner of the



Tokyo 2020 featured more mixed events than any previous Games – including the mixed team judo, won by France (pictured).

Olympic Games and as the leader of the Olympic Movement.

The IOC is leading the implementation of the objectives, supported by the IFs, NOCs and OCOGs.

### Webinar Series

In March 2021, the IOC held a gender equality webinar series covering male allyship, establishing gender equality action plans and developing initiatives to grow the

number of women technical officials. In total, some 1,850 participants from IFs, NOCs and NFs registered to join the sessions. The webinars showcased people and organisations within the Olympic Movement that are taking concrete actions to advancing gender equality in sport.

### Portrayal Guidelines

Ahead of the Olympic Games Tokyo 2020, the IOC produced version 2.0 of the IOC Portrayal Guidelines for equal, fair and

inclusive representation in sport. Building on version one, this edition included practical checklists and guidance to be adapted and used by Olympic Movement constituents. The Guidelines were distributed to all stakeholders before the Games, and Tokyo 2020 also translated the document into Japanese and distributed it to the local media.

## Generation Equality Forum

On 30 June 2021, the IOC participated in the Generation Equality Forum, a global gathering organised by UN Women, Mexico and France with the objective of launching ambitious actions to achieve progress towards gender equality. The IOC, represented by IOC Member Kirsty Coventry, made two key commitments:

- To consolidate the Olympic Games as one of the most effective global platforms for promoting and accelerating gender equality.
- To continue to lead by example and support the acceleration of women's meaningful representation in governance, leadership and decision-making bodies in the Olympic Movement.

Tokyo 2020, Paris 2024 and other sport organisations took part and made public commitments to take concrete actions and advance gender equality in sport.

## Framework on Fairness, Inclusion and Non-Discrimination

Every person has the right to practise sport without discrimination and in a way that respects their health, safety and dignity.

As a part of the IOC's commitment to respecting human rights, as expressed in Olympic Agenda 2020+5, and as part of action taken to foster gender equality and inclusion, the IOC released its Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations in November 2021.

The IOC is using the new Framework to promote a safe and welcoming environment for everyone involved in elite-level competition, consistent with the principles enshrined in the Olympic Charter.

Developed following extensive consultations with athletes, IFs and other sports organisations, and human rights, legal and medical experts, the Framework offers sporting bodies a 10-principle approach to help them develop criteria applicable to their sport. It recognises the need to ensure that everyone, irrespective of their gender identity or sex variations, can practise sport in a safe, harassment-free environment that respects their needs and identities while recognising that the credibility of competitive sport relies on a level playing field where no athlete has an unfair and disproportionate advantage.

The framework is a new approach to this topic and replaces previous IOC statements on this matter, including the 2015 Consensus Statement. Recognising this important shift, the IOC is offering support and working with IFs to facilitate its implementation.

## IOC Women and Sport Awards

Each year, the IOC Women and Sport Awards are given to people and/or organisations who have made remarkable contributions to the development, encouragement and reinforcement of women and girls' participation in sport.

The winners of the 2021 edition of the IOC Women and Sport Awards were announced during the 139<sup>th</sup> IOC Session in February 2022, having been selected from 26 shortlisted candidates by the IOC Women in Sport Commission.

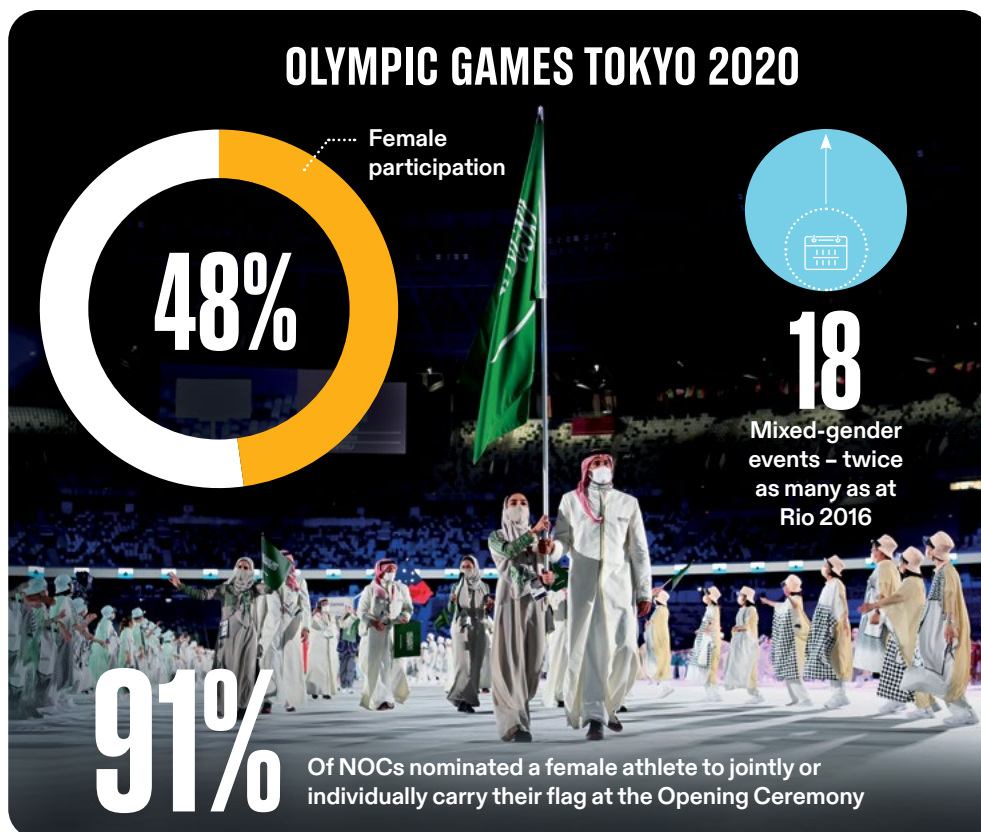
The winners were:

- **World Award: Seiko Hashimoto (JPN)**  
A prominent leader in and outside sport who has leveraged her Olympic success to forge a path for greater gender equality and inclusion in sport and society throughout her career.
- **Africa: Natsiraishe Maritsa (ZIM)**  
A young girl who uses taekwondo classes in her small rural community to build self-confidence and raise awareness of the dangers of child marriage in Zimbabwe.



Seiko Hashimoto won the World Award at the most recent IOC Women in Sport Awards.





- **Americas: Figure Skating in Harlem (USA)**

A non-for-profit sport club in Harlem, New York, that combines figure skating with academic and life skills to improve outcomes for underprivileged girls.

- **Asia: Xia Zhang (CHN)**

A former technical official and prominent sports administrator who uses her position and experience both to grow the pipeline of female wrestling technical officials and coaches, and to provide opportunities to increase women's participation in sport in China.

- **Europe: Kari Fasting (NOR)**

A founding member of Women Sport International and Safe Sport International who is a leading advocate of prevention of harassment and abuse in sport, and an expert in gender equality in sport.

- **Oceania: Tracey Holmes (AUS)**

A sports journalist who has helped to mainstream reporting on women's sport in Australia, and who is actively working to increase and mentor the next generation of female sports journalists.

## Gender equality and the Games

Tokyo 2020 broke new ground as the most gender-balanced Games to date – a significant accomplishment as the world dealt with a pandemic that has exacerbated the global state of gender equality.

A key achievement was the gender-balanced representation of athletes. Women accounted for 48 per cent of athletes in Tokyo, up from 45 per cent at Rio 2016. In addition, two IOC Executive Board decisions in March 2020 came into effect for the Games:

**“We must remember that diversity and equality are fundamental values we can draw strength from, because we are all united in our diversity.”**

Lydia Nsekera, Chair of the IOC Women in Sport Commission

- All NOCs should be represented by a minimum of one female and one male athlete at all editions of the Olympic Summer Games.
- NOCs could nominate a female and a male athlete to jointly bear their flag at the Opening Ceremony.

While not all NOCs were able to send at least one female and one male athlete to Tokyo due to the the pandemic, 91 per cent of NOCs nominated a female athlete to jointly or individually carry their flag at the Opening Ceremony. The image of men and women walking into the stadium side by side sent a powerful message of equality to the world, firmly cementing the Olympic Games as one of the most powerful global platforms to promote gender equality.

Other highlights at Tokyo 2020 included:

- A ground-breaking competition schedule enhancing the visibility of women's events.
- An increase in the number of disciplines featuring gender-balanced quotas and medal events.
- The first-ever Pride House to permanently stay in a host country.

The IOC continues to work closely with future Games organisers to advance gender equality and offer women athletes further opportunities to showcase their talent.

# OLYMPIC DAY

The IOC delivered a message of hope and solidarity on Olympic Day with the launch of the Stronger Together campaign, while NOCs around the world offered local activities to engage their communities.



Colombia (top) and Dominica were just two of more than 120 countries to celebrate Olympic Day in 2021.

The IOC marked Olympic Day on 23 June 2021 with the launch of the Tokyo 2020 Stronger Together campaign, a global initiative celebrating the strength, resilience and determination of Olympic athletes who bring hope, unity and inspiration to people around the world. To read more about the campaign, see [page 82](#).

The people-centric message of Stronger Together emphasised the IOC's message of solidarity and the power of the Olympic Games to unite people, communities and societies across the globe.

## Digital initiatives

The IOC hosted a number of digital activities to celebrate Olympic Day, including a special Olympic Day yoga session with snowboarder Christy Prior, live chats with Usain Bolt and Japanese surfer Kanoa Igarashi, workout sessions and a Q&A with tennis star Venus Williams, and the finals of the first-ever Olympic Virtual Series. For more, see [page 82](#).

While the traditional Olympic Day Run in Lausanne could not be held due to COVID-19 restrictions, the event was staged digitally for the first time. Organised by the City of Lausanne, the Lausanne Capitale Olympique provided an audio guide to lead participants on a 7km route along the shores of Lake Geneva to discover iconic sites linked to Olympism and sport in Lausanne.





A month before they sent their joint largest Olympic delegation to Tokyo 2020, the Pacific island nation of Kiribati celebrated Olympic Day with a fun run.

## Olympic Day around the world

More than 120 NOCs around the world celebrated Olympic Day by encouraging people to get active with a wide variety of initiatives. Where local situations permitted, NOCs held in-person activities such as Olympic Day Runs, sports initiations, Olympic values workshops and live Q&As with Olympians. Many NOCs also offered their own digital initiatives, including online workouts, virtual live chats with Olympians, online quizzes and webinars on the Olympic values.

- **Australia** launched the #HaveAGo campaign, which included a school kit for teachers to help their young students celebrate the Olympic Games in the classroom.
- **Brazil** hosted online workshops and activities promoting the Olympic Movement, as well as talks with Olympic and Paralympic athletes.
- **Cape Verde** organised virtual workshops on the Olympic values and online meetings with Olympians and other athletes, including members of the Cape Verde Tokyo 2020 team.
- **Great Britain** launched a new youth engagement programme called Get Set, which aims to support families and schools in getting active, living healthy lifestyles and learning about the Olympic Games and the Olympic values.
- **Kazakhstan** held a nationwide relay involving different sports – including a climbing tournament in Almaty, a cycling race in Petropavl, an athletics event for children in Ust-Kamenogorsk, and boxing and judo master classes in Aktau – as well as an urban sports festival in Nur-Sultan, where participants could take part in 3x3 basketball, streetball, street workouts, canoeing, table tennis, football and teqball.
- **Kosovo** invited more than 7,000 children to take part in an Olympic Day Run in 16 municipalities.
- **South Africa** unveiled a pop-up museum in Johannesburg displaying Olympic memorabilia from past Games and celebrating the sporting achievements of some of the country's greatest Olympians.

# SOCIAL DEVELOPMENT THROUGH SPORT

The IOC continues to work with partners, including United Nations agencies, development banks and non-governmental organisations, to use sport as a tool for social development and advance the UN's Sustainable Development Goals.

## Working with the United Nations

The United Nations (UN) has long recognised the contribution of sport to development and peace, and collaboration between the IOC and the UN system plays a central role in spreading the acceptance of sport as a means to promote social development.

This led, in December 2020, to the UN General Assembly adopting by consensus a new resolution reaffirming the role of sport as a global accelerator of peace and sustainable development.

The resolution affirms “the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development”, and “supports... the mission of the IOC in leading the Olympic Movement”.

Through Olympic Agenda 2020+5, the IOC aims to further strengthen the role of sport as an important enabler for the UN Sustainable Development Goals by building on existing relationships with UN agencies and initiating further social development through sport partnerships.



Kathely Rosa (with ball) with other graduates of the One Win Leads to Another programme in Brazil.

## Vaccine Equity Declaration

To support the WHO in promoting the need for fair and equitable access to COVID-19 vaccines, the IOC signed up to the Vaccine Equity Declaration on 18 February 2021 and encouraged NOCs to follow its lead. Other sporting bodies, including IFs, signed the declaration in a spirit of solidarity.

## UNESCO

The IOC cooperated with UNESCO in 2021 on the development of a Quality Physical Education policy package. The package guides policymakers at government level to adopt inclusive, developmentally appropriate and child-centred national physical education policies.





WHO Director-General Tedros Adhanom Ghebreyesus and IOC President Thomas Bach continued working together in 2021.

### UN Women

In March 2021, at the 65<sup>th</sup> Session of the Commission on the Status of Women (CSW), UN Member States recognised the power of sport to “change perceptions, prejudices and behaviours and challenge social norms perpetrating gender inequality and discrimination against women and girls, break down racial and political barriers and [serve as] important enablers of sustainable development and the achievement of gender equality and the empowerment of all women and girls”.

**“Ultimately, the Olympic Games are a celebration of something that our world needs now, more than ever: a celebration of hope.”**

**Dr Tedros Adhanom Ghebreyesus,**  
WHO Director General

Later in the year, the IOC announced a series of significant commitments on gender equality as part of the Generation Equality Forum in July 2021. For details, see *page 60*.

### *One Win Leads to Another*

One Win Leads to Another (OWLA) is a joint programme, created in collaboration by the IOC and UN Women, which provides girls and young women from vulnerable communities in Brazil and Argentina with access to sport and education through weekly sports practice, life skills sessions and leadership training.

A legacy of the Olympic Games Rio 2016 and the Youth Olympic Games Buenos Aires 2018, OWLA has led to the creation of Centres of Excellence in Brazil and Argentina, using sport to empower girls and young women. Through it, NOCs have been trained on gender equality, safeguarding and inclusion, and communications and campaigns have raised awareness on gender-based violence and challenged gender stereotypes.



### The Olympic Truce

Ahead of Tokyo 2020, the IOC received the support of Volkan Bozkir, the 75<sup>th</sup> President of the UN General Assembly, who made a solemn appeal to UN Member States for the observance of the Olympic Truce during the Games. This call was reiterated by the UN Secretary-General, who sent a message to “call on all parties to conflict to observe the Olympic Truce during the Tokyo 2020 Olympic and Paralympic Games”, hoping “people and nations can build on this temporary respite to establish lasting ceasefires and find paths towards sustainable peace”.

Athletes and officials at Tokyo 2020 had the opportunity to show their support to the ideal of the Olympic Truce by signing the Olympic Truce Mural in the Olympic Village (pictured above – Filippo Grandi, UN High Commissioner for Refugees).

In December 2021, a resolution entitled “Building a peaceful and better world through sport and the Olympic ideal” was adopted by consensus and co-sponsored by 173 Member States at the 76<sup>th</sup> Session of the UN General Assembly in New York, calling for the observance of the Olympic Truce for the Olympic and Paralympic Games Beijing 2022, from 28 January to 20 March 2022.

In Brazil, 1,385 girls have completed the curriculum, 86 trainers and coaches and 44 NGOs have been trained, and 246 virtual trainings have been delivered. In Argentina, meanwhile, two Centres of Excellence, 46 delivery organisations, 80 groups, 120 trainers and educators and 1,226 girls have been trained in the OWLA methodology.

### Human Rights Council

In June 2021, President Bach addressed the 47<sup>th</sup> Session of the Human Rights Council as part of the quadrennial panel discussion on promoting human rights through sport and the Olympic ideal. The President emphasised the need to safeguard the principles of universality and inclusiveness that define the Olympic Games; reiterated the importance of the IOC's politically neutral stance in promoting peace and human rights; and highlighted the steps the IOC has taken to deliver on its human rights responsibilities.

A majority of UN Member States acknowledged the positive role that sport plays in promoting human rights and expressed support for the Olympic Games Tokyo 2020.

### UN Climate Change Conference (COP26)

Sport featured prominently at the UN Climate Change Conference (COP26), held in Glasgow in November 2021 – underscoring its vital role in the race against climate change. For more on COP26, see page 104.

### UN International Days

The IOC continued to mark UN International Days, raising awareness among Olympic Movement stakeholders and the public on the power of sport to achieve the UN's Sustainable Development Goals.

For the International Day of Sport for Development and Peace, the IOC

collaborated with the UN and other partners to underline the key role sport plays in supporting global recovery efforts from the COVID-19 pandemic.

### World Health Day

Speaking during an online webinar hosted by the World Health Organisation on World Health Day, 7 April 2021, President Bach reiterated his call for governments to include sport and physical activity in their COVID-19 recovery programmes. President Bach addressed the challenges and opportunities presented to sport and physical activity systems by the pandemic, and invited national and international stakeholders to work with the Olympic Movement to use sport to help build a healthier society.

## Humanitarian aid fund for Afghan Olympic community

As part of its efforts to address the humanitarian crisis in Afghanistan, the IOC announced in December 2021 that it will work with UNHCR, the UN Refugee Agency, to deliver financial assistance directly to the country's Olympic community.

The IOC Executive Board approved an immediate aid package of up to USD 560,000 to benefit up to 2,000 recipients and help them carry on their sporting activities.

National sports team elite athletes and coaches, and NF officials still living in Afghanistan, were eligible to access this aid, with priority given to women. This one-off assistance of USD 265 per beneficiary, in line with UNHCR's winterisation programme, was also extended to the Afghan Paralympic community and to non-Olympic-sport NFs.



UNHCR Goodwill Ambassador Yusra Mardini competed once again for the IOC Refugee Olympic Team at Tokyo 2020.





## IOC REFUGEE OLYMPIC TEAM

Some 29 refugee athletes competed in 12 sports as part of the IOC Refugee Olympic Team at the Tokyo 2020, sending a message of hope and solidarity to more than 82 million forcibly displaced people around the world.

Ahead of the Games, 56 promising refugee athletes from 13 countries benefited from Olympic Solidarity's Olympic Scholarships for Refugee Athletes programme. These grants were extended by a year following the postponement of Tokyo 2020, bringing the total investment by Olympic Solidarity in support of refugee Olympic scholarship-holders preparing for the Games to USD 2 million since Rio 2016.

From January 2021, the IOC provided extensive coverage on its digital platforms to introduce each refugee scholarship holder and follow their efforts to make the team for Tokyo 2020. This included user-generated content from the athletes, videos documenting their training, and a livestream of the ceremony announcing the final team members.



56

refugee athletes from

13

countries benefited from Olympic Solidarity's Olympic Scholarships

## Working with the European Union

The IOC continues to take part in discussions taking on European political platforms with a view to advocating for the safeguarding of the European Sport Model, the significant power of sport for promoting peace and its broader societal role. President Bach reiterated these important messages at key events such as the 2021 EU Sport Forum, a conference hosted by the Portuguese Presidency of the Council of the EU, and a meeting of sport ministers of the 27 EU Member States on EU sport diplomacy.

In September 2021, the IOC joined the two-year HealthyLifestyle4All campaign launched by the European Commission, pledging to continue its activities to promote physical activity and equal access to sport.

## SPORTIC – Education for the Future

Developed and funded by the IOC and the Inter-American Development Bank (IDB), SPORTIC uses sport and technology to better prepare young people aged 12–18 in disadvantaged communities in Latin America for their future – promoting gender equality, strengthening skills and increasing economic resilience.

SPORTIC pivoted to a hybrid online/offline delivery model with the onset of the pandemic. The SPORTIC digital platform ([www.sportic.org](http://www.sportic.org)) now contains more than 400 digital training and educational materials on sports, digitalisation, gender equality and citizenship. Over the last two years, more than 65 institutions, 620 teachers and facilitators, and 7,765 young people have been trained in the SPORTIC methodology.

## Sport for Refugees Coalition

The Sport for Refugees Coalition continued to gain momentum in 2021. Launched in December 2019 by the IOC and the Olympic Refugee Foundation in collaboration with UNHCR, the UN Refugee Agency,



SPORTIC uses sport and technology to better prepare young people aged 12–18 in Latin America for their futures.

the Coalition has now enlisted more than 80 partners who are committed to building a better world for refugees through sport.

In March 2021, the Olympic Refugee Foundation co-hosted the first virtual meeting since the creation of the Coalition, with 63 participants from 42 organisations in attendance. The Coalition also participated in the Global Refugee Forum High-Level Officials Meeting in December 2021, part of the process of building a long-term framework for engagement of states and other actors in refugee situations.

As part of Olympic Agenda 2020+5's commitment to measure the impact of the Coalition, the Olympic Refugee Foundation led a consultation exercise in 2021 with Coalition members to determine the

**“Sport is a powerful tool that helps refugees and displaced people rebuild their lives and belong to the communities that host them.”**

**Filippo Grandi**, UN High Commissioner for Refugees

progress that has been made so far, and the areas in which the Coalition can support the work of its members.



## Olympic Refuge Foundation

UNHCR, the UN Refugee Agency, has stated that by mid-2021, there were more than 82 million forcibly displaced people around the world. This situation signals the growing need for the Olympic Refuge Foundation to support young people affected by displacement to thrive through sport.

Olympic Agenda 2020+5 includes a recommendation focused on strengthening support to displaced people through sport, recognising that the IOC must take a more comprehensive approach to better support refugee athletes and people affected by displacement.

In 2021, despite COVID-19, the Foundation is tracking well to its target of providing one million young people affected by displacement with access safe sport by 2024: 76,533 young people affected by displacement already have access to safe sport across eight countries, the Foundation is 40 per cent of the way to reaching its target to upskill 2,000 coaches by 2024.

The Olympic Refuge Foundation also continued to support young people affected by displacement in Colombia, the Democratic Republic of the Congo, Jordan, Kenya, Turkey and Uganda in 2021, and continued to convene its three networks:

- the Olympic Refuge Foundation Think Tank, focusing on the intersection between mental health, humanitarian settings and sport, which published its first opinion piece in *Forced Migration Review*;
- the Sport for Protection Community of Practice, which fosters exchange between implementing partners; and
- the Sport for Refugees Coalition, for which see [page 68](#).



In 2021, the Foundation secured new financial partnerships with the Chinese Olympic Committee and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Also in 2021:

- **Bangladesh** In partnership with Terre des Hommes and two local NGOs, Solidarity and the Breaking the Silence Foundation, the Olympic Refuge Foundation developed a programme tackling climate-induced displacement in the northern Kurigram district and in Dhaka. The programme aims to promote the inclusion and empowerment of adolescents and youth who are vulnerable or at the risk of climate-induced displacement. Launching in early 2022, it aims to reach more than 10,000 young people over three years.
- **Colombia** The Foundation launched a new initiative (pictured) to improve social cohesion among young refugees and migrants from Venezuela, internally displaced and returning Colombians and their host communities. Delivered by UNHCR Colombia, three local NGOs and the Colombian NOC, the three-year programme has a budget of USD 1.33 million and is projected to reach more than 5,770 young people.
- **France** The Foundation signed an agreement with the French Ministry of Sports for the development of a programme in the Paris region that will improve access to sport for young refugees and asylum seekers, as well as their hosts, in order to improve their social inclusion. It is due to launch early 2022.

# CULTURE, HERITAGE AND EDUCATION

The Olympic Foundation for Culture and Heritage is at the heart of the IOC's cultural and educational activities, one of the driving forces behind the promotion of Olympism – and it had an extremely busy and productive year in 2021.



The Olympic Museum's "Tokyo 2020 – Sport X Manga" exhibition proved popular with schoolchildren in 2021.



### The Olympic Foundation for Culture and Heritage (OFCH):

- manages different forms of the IOC's heritage;
- fosters the creation and diffusion of Olympic knowledge;
- supports and produces wide-reaching and innovative programmes within the Olympic Movement and beyond, embracing different forms of expression; and
- coordinates all Olympic players and communities related to culture and education.

The OFCH includes IOC Heritage Management, The Olympic Museum, The Olympic Studies Centre, and International Programmes for Arts, Culture and Education.

## IOC Heritage Management

The IOC's Heritage team made 616 new acquisitions during 2021, including more than 567 donations from athletes during the last Olympic Games. All these acquisitions will be housed at The Olympic Museum in Lausanne and will become part of the Olympic heritage collection. The acquisitions included:

- The wrestling kit of four-time Olympic champion Mijaín López Núñez
- A basketball jersey from five-time Olympic gold medallist Sue Bird
- The swimsuit of Tunisian Olympic swimming champion Ahmed Hafnaoui
- The Tokyo 2020 outfit worn by eight-time Olympic gymnast Oksana Aleksandrovna Chusovitina
- The Tokyo 2020 robot mascot
- The outfit worn by Midori Ito when she lit the cauldron for the Olympic Winter Games Nagano 1998



The IOC's Heritage team's 2021 acquisitions included Midori Ito's iconic cauldron-lighting outfit from Nagano 1998.

- The PyeongChang 2018 costume of figure skating gold medallist Patrick Chan
- The Garmisch-Partenkirchen 1936 gold medal of ice hockey goalkeeper Jimmy Foster
- The maquette of the Olympic Winter Games Chamonix 1924 Olympic Stadium

The Tokyo 2020 collections covered 28 of the 33 sports, with a special focus on the new sports and disciplines on the Olympic programme – resulting in the acquisition of more than 50 pieces of skateboarding equipment, surfing suits and even parts of the climbing wall. All went on to be showcased in a brand-new exhibition at The Olympic Museum in March 2022.

The Words of Olympians oral history programme continued during Tokyo 2020, preserving first-hand accounts of what it's like to be at the Olympic Games. In all, 73 Words of Olympians interviews were recorded with Olympians, IOC Members and IF representatives at the Games.

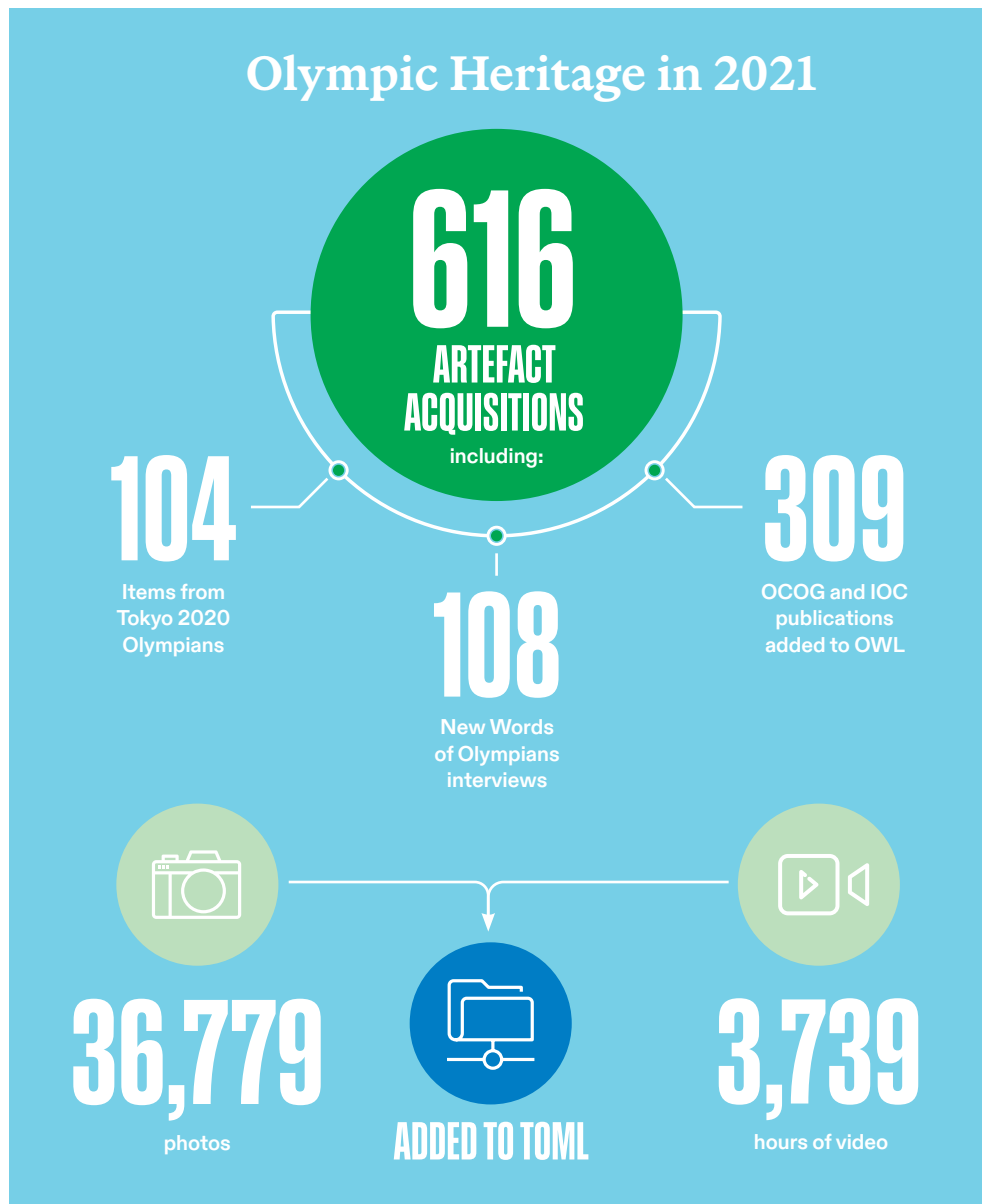
During the year, the team received 598 requests for information on its collections, presented or hosted 36 visits and workshops to its collections, and presented at two international conferences.

## The Olympic Museum

The Olympic Museum in Lausanne was closed for 57 days between January and March 2021 due to the impact of the COVID-19 pandemic – but upon reopening, it welcomed 229,000 visitors, of whom 163,000 visited exhibitions.

Among the programme highlights in 2021 was the temporary “Tokyo 2020 – Sport X Manga” exhibition, dedicated to showcasing how the sports world has influenced the manga genre of highly stylised comic books and graphic novels. The exhibition attracted a total of 67,026 visitors.

In addition, the Olympic Museum developed new digital products in 2021 that are designed to reach wider audiences beyond the Museum's walls, including podcasts, an augmented reality app,



series of virtual visits to the galleries and exhibitions, and online educational resources. The repositioning of the Museum's social media handles also saw an increase of more than 124 per cent in Instagram followers.

### The Olympic Studies Centre

The Olympic Studies Centre (OSC) is the centre of reference for Olympic knowledge,

with the mission to make Olympic knowledge accessible to all, relevant and permanently enriched. During 2021, it responded to over 2,600 information and research requests, loaned 1,830 publications and welcomed more than 1,000 on-site users despite being closed in January and February due to the pandemic. In addition, OSC-managed webpages and Olympics FAQ pages generated 1.5 million page views, a 35 per cent increase on 2020.

The OSC awarded six research grants to PhD students and early-career researchers and five research grants to established researchers in the framework of the Advanced Olympic Research Grant Programme, which promotes advanced research by established researchers with a humanities or social sciences perspective in priority fields of research identified annually by the IOC.

Among its various activities to foster research, teaching and dissemination, the OSC organised its sixth session of "On the Line with an Expert" to inform the academic community about sport for development; and launched the first ever International Olympic Case Study Competition for master's level students in June 2021, with 20 participating universities from four continents.

Following the roll-out of the Guidelines for the Academic Olympic Studies and Research Centres (OSRCs) in 2020, the OSC now lists 50 compliant OSRCs in 21 countries.

### Olympic World Library

The OSC offers access to its vast library collection via the Olympic World Library (OWL), its online library platform, which provides access to over 36,000 publications, including 11,500 digital documents. Over 1,400 new publications were acquired and added to the collection in 2021, which also saw the publication of two new thematic "Zoom In" pages on COVID-19 and media coverage of the Olympic Games. In addition, OCOG publications from five previous Olympic Games in France were digitised and made available to the public.

The OWL registered a large increase in new users, up 203 per cent compared with 2020. Page views were up 105 per cent, underlining the strong demand for Olympic knowledge and literature.

### International Programmes for Arts, Culture and Education

The OFCH develops, produces and implements initiatives on Olympic art, culture and values-based education in collaboration with international partners, supporting



**“It was an opportunity of a lifetime to be able to contribute to the Olympic Games in my home country.”**

**Makoto Tojiki**, Olympic Agora artist

Olympic Agenda 2020+5 – particularly Recommendations 1 and 12. In 2021, these activities included the Olympic Agora and the release of the *Tomorrow's Leaves* short film.

### Olympic Agora

Olympic Agenda 2020 inspired the first-ever Olympic Agora, held during Tokyo 2020 to commemorate the cultural aspect of the Olympic Games. On view in the heart of Tokyo from 1 July to 15 August 2021, and also with an online presence, the Agora served as a unique cultural destination where the public could discover Olympic history, culture and values.

The Agora featured:

- an exhibition of 145 treasures from The Olympic Museum;
- a permanent, site-specific legacy sculpture by French artist Xavier Veilhan;
- an exhibition of photographic works by Japanese artist Rinko Kawauchi;
- an artwork by Japanese artist Makoto Tojiki;
- a multimedia installation by Canadian Studio Moment Factory; and
- a series of artworks by Olympian and Paralympian artists.

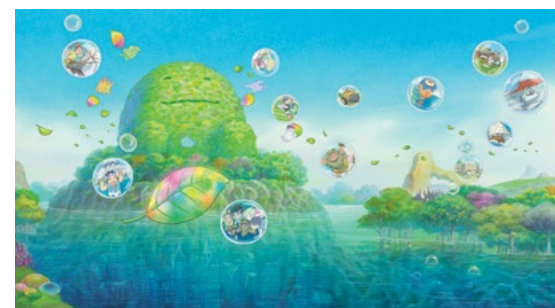
The Olympic Agora welcomed thousands of local visitors, giving many of those who were unable to attend competition an opportunity to engage directly with Olympic culture. It drew even larger regional



and international audiences via its digital programmes, with a dedicated website offering virtual Agora tours and special digital content.

### Tomorrow's Leaves

The OFCH commissioned Japanese animation company Studio Ponoc to produce *Tomorrow's Leaves*, an animated short film inspired by the Olympic values, as part of the Tokyo 2020 cultural programme.



*Tomorrow's Leaves*, an animated short inspired by the Olympic values, was premiered in June 2021.

This special project aimed to celebrate the Olympic spirit, engage broader international audiences and reinforce the links between sport, culture and education that are fundamental to the Olympic Movement.

The hand-drawn animation, which carries a meaningful message about solidarity, collaboration and the environment, was produced by Academy Award nominee Yoshiaki Nishimura and received its world premiere at the Annecy International Animated Film Festival in June. In addition to limited theatrical releases worldwide, special screenings took place in Tokyo during the Olympic Games, including at the Tokyo Skytree and the United Cinema in Toyosu, and the film was also selected to be shown during the prestigious BFI London Film Festival in October 2021.

## Olympic Values Education Programme

Over the course of the year, a new strategy for the Olympic Values Education Programme (OVEP) was developed and presented to the NOC Culture and Education Champions Network, the Olympic Museums Network, the National Olympic Academies and to a large private foundation.

With the goal of building strong and sustainable partnerships to promote values-based education, the IOC and its five partners jointly launched the new version of the “Sport Values in Every Classroom” toolkit in April 2021. This toolkit is the latest addition to the IOC’s ongoing efforts to inspire young people to adopt healthy, active lifestyles built on the Olympic values.

## Culture and Education Hub

The Culture and Education Hub provides access to IOC heritage and existing educational and cultural products to facilitate Olympic culture and education initiatives. In 2021, the Hub processed a total of 279 requests and supported the development of more than 119 projects. The requests mostly

came from festivals, museums, cultural institutions and embassies around the world to develop exhibitions related to Tokyo 2020.

The Hub also supported requests related to Beijing 2022 and Paris 2024, sharing Olympic educational material for schools and providing access to Olympic patrimony to international institutions. In addition, the Hub was in close contact with the Paris 2024 Organising Committee to support Olympic and Sports Regional Committees in France.

## The Olympic Multimedia Library

The Olympic Multimedia Library (TOML) currently features a total of 720,000 photos and 48,000 hours of audio/video archives, along with 23,480 photos of museum artefacts. There are now 1,722 active TOML users with a total of 8,606 orders – requesting 4,092 hours of video and 70,760 photos. There was a record 6,350 visits in July 2021 – a 36 per cent increase compared with July 2016 and Rio 2016.

## Olympic Museums Network

In 2021, the OFCH supported the development and the opening or reopening of new Olympic Museums in Estonia, Finland, Greece, Qatar, Slovakia and the USA, and welcomed the Lake Placid Olympic Museum as a new member of the Olympic Museums Network – which now includes 32 museums on four continents.

## NOC Culture and Education Champions Network

With 109 NOCs from five continents, the NOC Culture and Education Champions Network serves to ensure a global impact by transmitting information and culture and education opportunities to NOCs. Four workshops were organised in April 2021 and in November 2021, reuniting 63 NOCs from five continents to share feedback, best practices and case studies.

## Beijing 2022 posters unveiled

Beijing 2022 released a series of official and promotional posters at the opening ceremony of Beijing Design Week in September 2021.

Three sets of official Beijing 2022 posters feature the official emblem and Games mascots, while 11 promotional posters were selected from among thousands of entries received for a design competition.

The posters feature various elements of winter sports as well as Chinese culture, and highlight the Beijing 2022 motto “Together for a Shared Future”.





## IOA REOPENS IN ANCIENT OLYMPIA

The International Olympic Academy (IOA) officially reopened in October 2021 after a two-year renovation made possible by an investment from the IOC.

The IOA was established in 1961 to spread the principles of the Olympic spirit; study and implement the principles of Olympism; and consolidate the scientific basis of the Olympic ideal.

The updated facilities were inaugurated at a ceremony attended by President Bach and Katerina Sakellariopoulou, President of the Hellenic Republic. The pair also attended a ceremony at nearby Coubertin Grove, final resting place of IOC founder Pierre de Coubertin, marking the 100<sup>th</sup> anniversary of the IOC Executive Board (pictured).



**“The official opening of the renovated premises fulfils a longstanding vision [...] to strengthen the IOA’s role at the service of humanity.”**

Isidoros Kouvelos, IOA President



# IOC YOUNG LEADERS

**The fifth edition of this value-based purpose-driven programme, which started in 2021, is continuing to empower young people to leverage the power of sport in making a positive difference in their communities.**

In February 2021, the IOC announced the 25 new IOC Young Leaders who are now participating in an enhanced version of this inspiring initiative, which has moved from an annual model to a four-year scheme.

The new programme supports Young Leaders to develop their own social businesses as localised sport-based solutions to pressing challenges in their

communities. Each project addresses at least one UN Sustainable Development Goal (SDG), aligning with Olympic Agenda 2020+5 and its vision to strengthen the role of sport as an important enabler for the UN SDGs.

Each Young Leader receives a total of CHF 10,000 seed-funding over the four years, supported by weekly learning modules

and leadership opportunities – all designed to provide participants with the additional tools and expertise they will need to become successful social entrepreneurs.

As ambassadors of Olympism, the IOC Young Leaders also play active roles in advising the IOC and the wider Olympic Movement on specific topics while promoting the Games and Olympic values worldwide.

The 25 Young Leaders were selected from 350 applicants, all with a background in or a clear passion for sport. Representing a strong balance in terms of universality and diversity, there are 13 female and 12 male Young Leaders from 25 countries, including several that have not previously been represented on the programme.

## **Panasonic extends partnership with the programme**

In August 2021, the IOC announced that TOP Partner Panasonic would be extending its support for the IOC Young Leaders programme through to 2024. As the programme's founding partner, Panasonic will further support the IOC Young Leaders through a wide range of initiatives – providing its creative and technological expertise, along with its network of influencers and ambassadors, to inspire the Young Leaders and equip them with the skills and tools they need to enhance their projects.



IOC Young Leader Christel Saneh is a journalist and photographer who aspires to better portray female athletes in the media.



Layana de Souza works with young female athletes in Rio.





IOC Young Leader Pauline Msungu has founded Beyond Sport\_Kenya to work towards a more gender-balanced society.

**“All of us in the Olympic community share the mission to make the world a better place through sport. The IOC Young Leaders programme is empowering young people from around the world to put this mission in their communities into action.”**

Thomas Bach, IOC President



### Making an impact

Jemima Montag of Australia, an IOC Young Leader, is making a difference in her community by creating fun and inclusive ways for women and girls to be physically active.

A recent Olympian, finishing sixth in the women's 20km race walk at Tokyo 2020, Montag is passionate about breaking down barriers that limit the participation of young girls in sport. She has chosen to focus on this issue for her new social business, which provides expert guidance, seed funding and peer-to-peer learning to help participants imagine, design and realise their own sustainable sport-based social businesses.

“It’s a privilege and an exciting opportunity to be part of the IOC Young Leaders programme and to be able to work on something to tackle this issue,” says Montag. “On my own, I have the passion but not necessarily the means and the mentors and everything else the IOC are providing.

“I probably wouldn’t be able to have much of an impact on my own – but now, with access to the mentoring, the awesome expert sessions and even connecting with the other 24 Young Leaders, I think we will be able to make our mark and do something really cool.”



SECTION 04

# DIGITALISATION







**“COVID-19 has accelerated the digitalisation of society. The physical and digital worlds are progressively merging. This gives us the opportunity to further embrace digital technology as a powerful tool to address people more directly and promote the Olympic values, while keeping in mind that currently about half of the world’s population remains digitally underserved.”**

Olympic Agenda 2020+5

**T**he IOC has sought to create closer connections with people worldwide through digital platforms ever since the adoption of Olympic Agenda 2020, which led to the launch of the Olympic Channel. Through digital means, the IOC has engaged new fans and attracted new followers – not only during the Olympic Games but also between each edition.

Recommendation 8 of Olympic Agenda 2020+5 calls for the Olympic Movement to “Grow digital engagement with people” – but digital ambition is embedded throughout the roadmap, from the call to “Expand the role of traditional and digital media platforms” in Recommendation 1 (“Strengthen the uniqueness and the universality of the Olympic Games”) to the resolution to “Increase continual digital and in-person engagement throughout the athlete journey” in Recommendation 3 (“Reinforce athletes’ rights and responsibilities”).

This section looks at some of the initiatives carried out in 2021 by the IOC to achieve this ambition – including the successful staging in Tokyo of the most digitally engaged Olympic Games ever.

# DIGITAL ACCELERATION

From record-breaking digital engagement during the Olympic Games Tokyo 2020 to a landmark move into the virtual sports arena, 2021 was a pivotal year in the advancement of the IOC's digital strategy.

The evolution of the IOC's digital strategy continued in 2021 following the adoption of Olympic Agenda 2020+5, which highlights some of the key components that will help grow engagement with the Games – especially among digital-first young people.

The COVID-19 pandemic has further accelerated the digitalisation of society – and in the wake of the pandemic, the IOC's digitalisation efforts became more vital than ever. Indeed, the pandemic helped to accelerate the IOC's plans for further

digitalisation, with national lockdowns presenting an opportunity to further embrace digital platforms and media as powerful tools to address people more directly and promote the Olympic values more widely. These plans have included innovating in the digital and social media spaces in order to fulfil the Olympic mission of connecting people all over the world.

Key elements in the lead-up to the Olympic Games Tokyo 2020 included the launch of Olympics.com, the consolidation of Olympics

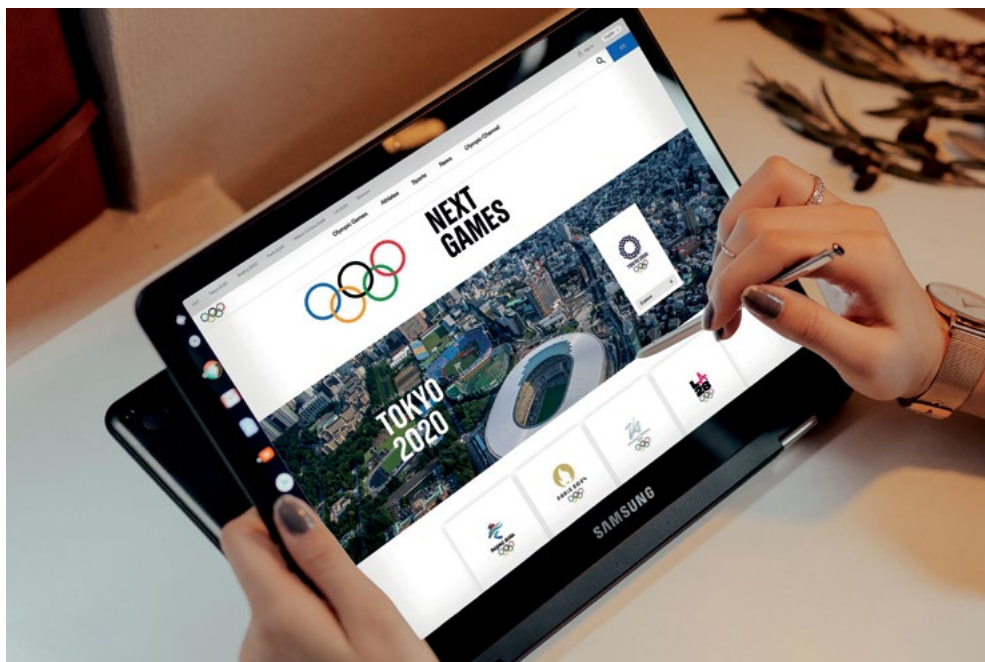
social media, a new Olympic Virtual Series and the digital-led Stronger Together campaign. And then at Games-time, digital activities connected athletes and people around the world like never before.

## Olympics.com and Olympics app

In May 2021, aligned with Recommendation 8 of Olympic Agenda 2020+5, the IOC launched Olympics.com – a single, people-centric digital platform to provide engagement opportunities, deliver original content and present Olympic communications.

Olympics.com created a single destination for Olympic online properties that were previously separate, including the Olympic Channel, ioc.org, Tokyo 2020 and all future Games. This comprehensive source for Olympic information, news and original content has been designed to allow for improved and streamlined digital engagement opportunities for people around the world during and between each Games – with more personalised user experiences, Games-time schedules and results, fantasy games, original content and an Olympic e-commerce presence.

The Olympics app was launched in 2021 to complement Olympics.com, and to create more ways for more people to engage with the Games. Available on Android and iOS, the app enables deeper fan engagement through a host of new features, including news, schedules and results, as well as original content and video highlights in selected territories.



The evolution of the IOC's digital strategy continued in 2021 following the adoption of Olympic Agenda 2020+5.



To further enhance the IOC's digital media presence, official Olympic social media channels were consolidated into @olympics accounts across global platforms including Facebook, Instagram, TikTok, Twitter and YouTube. Social media followers on @olympics accounts subsequently increased by nine per cent during the Olympic Games Tokyo 2020.

As part of this consolidation, the IOC also unveiled a new institutional hub, focused on the organisation's broader mission-based efforts. This platform has been developed for partners, stakeholders and the media, and provides information on the key initiatives and programmes of the Olympic Movement.

### Olympic Channel

Following its consolidation into Olympics.com, the Olympic Channel also continued to innovate throughout 2021, including with the launch of new original series, new partnerships and increased localisation. This included:

- CCTV Olympic Channel** The Olympic Channel collaborated with China Media Group (CMG) on the launch in October 2021 of the CCTV Olympic Channel in China – the world's first 24-hour 4K ultra-high-definition satellite TV sports channel, and the Olympic Channel's continued efforts to offer more localised user experiences.
- The Distance** July 2021 saw the release of *The Distance* – the latest Five Rings Films documentary, featuring the Sydney 2000 marathon gold medallist Takahashi Naoko.
- New series** The Olympic Channel premiered several new series in 2021, including *Her Game*, *Olympic State of Body*, *Urbanity* and *From the Top: Olympians and Rockstars*, which was executive produced by Elton John.
- New collaborations** The Olympic Channel announced new collaboration agreements with the International Jump Rope Union (IJRU) and the World

Squash Federation (WSF) to broadcast and promote a series of events through coverage, highlights, magazine shows, news and original programming.

- Webby Awards** The Olympic Channel celebrated recognition by the Webby Awards for excellence in video across three digital content pieces launched in 2020: *What Moves Me*, *Mariah: A Boxer's Dream* and *Inspired by Sport*.

- Olympic Virtual Series** The Olympic Channel livestreamed coverage of this pioneering event, detailed on the next page.



Gabby Logan hosted the Olympic Virtual Series Chase Race – with cycling stars such as Sir Chris Hoy and Fabian Cancellara.



The Olympic Channel and the WSF teamed up in 2021.

**“Digitalisation is a huge opportunity for us to address people more directly, engage with youth, and promote our Olympic values.”**

**Thomas Bach**, IOC President

## Olympic Virtual Series

In response to the huge continued growth in the gaming industry and virtual sport, Recommendation 9 of Olympic Agenda 2020+5 states the IOC should “encourage the development of virtual sports and further engage with video gaming communities”.

Recognising an opportunity to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with young people, the IOC partnered with

five IFs and game publishers ahead of the Olympic Games Tokyo 2020 to launch the Olympic Virtual Series – the first-ever Olympic-licensed event for physical and non-physical virtual sports.

Taking place from 13 May to 23 June 2021, the Olympic Virtual Series mobilised virtual sport, esports and gaming enthusiasts in a mass-participation event that allowed participants to compete virtually in baseball, cycling, rowing, sailing and motorsport. Fans could also engage and follow the events on Olympics.com.

The first ever Olympic Virtual Series attracted more than 240,000 unique players – a promising start in the virtual sports environment, which the IOC plans to further develop in the lead-up to the Olympic Games Paris 2024.

## Stronger Together

In June 2021, the IOC launched the Tokyo 2020 Stronger Together campaign – a digital-focused global campaign celebrating athletes by showcasing their incredible strength and resilience ahead of the Olympic Games Tokyo 2020, and highlighting their determination to

bring hope, unity and inspiration to people around the world.

A series of campaign films starring Usain Bolt, Frank Chamizo Marquez, Tony Hawk, Nyjah Houston, Yusra Mardini, Naomi Osaka and other world-renowned athletes emphasised the IOC’s message of solidarity – and the belief that the world moves forward only when it moves together. The films also highlighted the power of the Olympic Games to unite people, communities and societies across the globe, helping to build excitement and engagement ahead of Tokyo 2020.

The campaign launch on Olympic Day (23 June 2021) was supported by a number of digital engagement activities, including a virtual yoga session with snowboarder Christy Prior, live chats with Usain Bolt and Japanese surfer Kanoa Igarashi, a workout session and Q&A with tennis star Venus Williams, and the launch of the #OlympicSpirit TikTok social media challenge.

This digital-first approach helped make Stronger Together the IOC’s biggest campaign to date, delivering 4.6 billion impressions and record levels of stakeholder engagement.

“To bring people together from all over the world... What a cool event!”

Georgia Simmerling, three-time Olympian and participant in the Olympic Virtual Series cycling Chase Race



The first Olympic Virtual Series attracted more than 240,000 unique players.



Snowboarder and Olympian Christy Prior led a virtual yoga session as part of Stronger Together.





# #StrongerTogether

This global Olympic campaign celebrated athletes by showcasing their journey to Tokyo 2020, and how they kept moving even when the world around them stopped



**4.6**  
**BILLION**

Impressions via people-centric PR, social activation, media, out-of-home advertising and influencers



**7.8**  
**MILLION**

Video views on athlete and Olympics social media channels for Olympic Voices films



**7**  
**THOUSAND**

Social media posts shared across Olympic Movement from IFs, NOCs, RHBs, TOP Partners and OCOGs



**370**  
**MILLION**

Views via Giphy and Tenor GIFs adapted from the campaign creative

# DIGITALISATION AND THE OLYMPIC GAMES

The COVID-19 pandemic may have meant fans were unable to attend the Olympic Games Tokyo 2020 – but increased digital engagement made these the most connected Games ever.



Viktor Axelsen celebrated with his family on an Athlete Moment after winning the men's badminton singles at Tokyo 2020.

The Olympic Games should be accessible to everyone and should connect people around the world – both on site and online.

A wealth of wide-reaching initiatives used new technologies and digital innovations to help fans around the world experience the thrill of the Olympic Games Tokyo 2020 wherever they were in the world. More people than ever were able to digitally connect to the Olympic Games – making Tokyo 2020 the most engaged Games ever staged.

## Digital fan engagement

The IOC and Olympic Broadcasting Services (OBS), working with the Tokyo 2020 Organising Committee and Olympic broadcast partners, implemented a ground-breaking digital remote fan engagement solution for Tokyo 2020.

The project featured a suite of unique digital tools, with Tokyo 2020 becoming the first major international sports event to implement an innovative new Digital Fan Engagement solution. Fans around the world could share their reactions to the action by uploading five-second video selfies to a special online platform. The videos were then displayed on screens inside the Games venues, allowing fans to feel like they were genuinely part of the Olympic experience.





The Tokyo 2020 FanZone, an interactive gamification experience, engaged and united fans around the world.

**“To see them right after my race and right after I got my medal was amazing. To swim good is really nice, but to share it with your family and friends and your loved ones – that makes it even better.”**

**Arno Kamminga (NED),**  
Tokyo 2020 silver medallist,  
men’s 100m and 200m breaststroke

In addition, a virtual “cheer” button gave fans the opportunity to show their support by virtually clapping or cheering. After collecting each cheer, the system rendered a global “cheer map” that was available as a video stream and shown on venue video boards. A total of 255 million cheers were registered from every country around the world, supporting athletes from all 205 NOCs and the IOC Refugee Olympic Team.

#### **Athlete Moments**

The Athlete Moment initiative, developed by OBS, allowed Olympians to digitally connect with their family and friends straight after finishing their competition. In select venues, special Athlete Moment screens

## TOKYO 2020 THE DIGITAL GAMES



**28** BILLION  
Views on Olympic broadcast partners’ digital platforms

**6.1** BILLION  
Engagements on Olympic social media handles

**84** MILLION  
Followers across Olympic social media

**218** MILLION  
Personalised emails in seven languages sent to Olympic fans

**196** MILLION  
Unique users of Tokyo 2020’s web and app platforms

**3x** More people reached on Olympics web and app than for Rio 2016

provided direct video links between the athletes and their selected friends and family, enabling them to connect and celebrate their performances together. More than 200 Athlete Moments were captured during this pilot project, with such positive feedback that it will be expanded for future Games.

## FanZone

The IOC launched the Tokyo 2020 FanZone in May 2021. Presented on Olympics.com and the official Tokyo 2020 website and mobile app, and supported by TOP Partners Panasonic, Swatch/Omega and Bridgestone, this interactive gamification experience engaged and united fans around the world leading up to and during Tokyo 2020.

Fans could win prizes by testing their knowledge in regular Trivia competitions

and enjoy thrilling highlights of past Olympic Games in the Magic Moments section. Once the Games began, the Fantasy and Bracket Challenges brought the real-time fantasy sports experience to the Olympic Games for the first time.

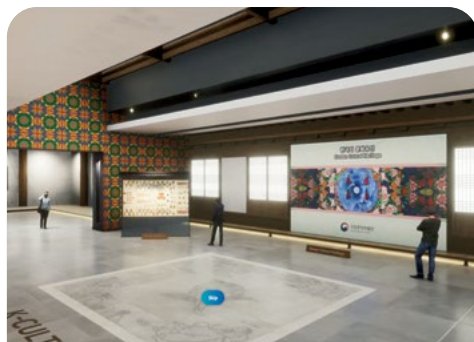
## Digital partnerships

The IOC collaborated with major digital platforms so that fans could enjoy innovative digital experiences during Tokyo 2020. This included:

- **Tokyo 2020 highlights** Fans in 68 selected territories were able to sample the daily highlights on the official Olympics Facebook and YouTube channels. The highlights were also available in India and Mexico through the Best of Olympics and Lo mejor de las Olimpiadas Snapchat

shows and via the @tokyo2020hi and @juegosolimpicos Twitter accounts.

- **Olympic search experiences** From live scores to updated medal counts, the latest Tokyo 2020 news was made available through the Google ecosystem, including Google Search and Google Assistant. Fans could also keep up with their favourite teams, athletes and sports through the Microsoft ecosystem, including Microsoft Bing.
- **Dedicated content hubs** Content hubs on Facebook, TikTok and Twitter allowed fans to engage with the latest content from Tokyo.
- **Olympic emoji and stickers** The official #OlympicGames emoji was launched on Twitter in more than 30 languages. In Japan, fans could unlock a sticker



## Digital hospitality houses

Hospitality houses hosted by NOCs and other stakeholders have long been a part of the Olympic Games. With COVID-19 countermeasures in place for Tokyo 2020, innovative digital offerings were developed instead. Featuring live events and virtual exhibitions, as well as exclusive photos, information and offers, these digital hospitality houses created a new way to connect with communities and celebrate the Games together.



The #OlympicSpirit challenge asked fans to share how they were celebrating the Games.





Coca-Cola's "I Belong Here" campaign celebrated the unity in diversity of the Olympic Games.

retired sporting heroes, allowed athletes to share their passion with guests and bring the magic of the Games into fans' homes.

- **Bridgestone *Olympic State of Body***, a fast-paced entertaining series featuring science-based Olympic training facts and fun statistics, inspired fans to build their own paths to success no matter the conditions, just like their favourite Olympians.

- **Coca-Cola The "I Belong Here"** campaign, which celebrated the unity in diversity of the Olympic Games, inspired a new generation with the belief that, no matter who they are or where they come from, they can find their place in the Olympic community.

- **P&G *Good Is Gold***, a documentary-style film series, told the moving real-life stories of four Olympic and Paralympic athletes and hopefuls as they took action against bias and inequality, stepping up for good to make a positive impact in their communities.

- **Samsung The World Lens**, a live augmented reality camera filter integrated into the Tokyo 2020 app, showcased the multicultural nature of the Olympic Games.

- **Toyota *YOU GOT THIS!***, an Olympic Channel series, highlighted what goes through an athlete's mind right before they compete; while *Unleash the New*, another Olympic Channel series, shared the inspiring stories of five athletes from the five sports that were added to the Games programme for Tokyo 2020.

- **Visa The Visa Award**, a fan-voted award, celebrated the most inspiring moments of the Olympic and Paralympic Games and the athletes who best exemplified the shared values of friendship, acceptance and inspiration, from inspiring displays of courage to incredible acts of kindness.

pack of Tokyo 2020 mascots on LINE when they added the Tokyo 2020 LINE account as a friend.

- **Olympic bots** Everyone had the chance to become an Olympic expert with the Olympic #ExpertEngine on Twitter, which shared Olympic facts instantly whenever a fan Tweeted to @Olympics with #ExpertEngine + an Olympic #Sport. The official Olympics chatbot on WhatsApp guided fans to the latest Olympic news and broadcast streams and helped them unlock custom stickers to share with friends – with a sticker for every Tokyo 2020 sport.
- **Augmented Reality (AR) in Google Search** Select athletes came to life in AR when fans typed the athlete's name into Google Search on an AR-compatible phone.
- **Train Like an Olympian AR lens** Snapchat users were encouraged to embrace the Games through a body-tracking AR lens on the official Olympics account, which incentivised them to stay active.
- **#OlympicSpirit TikTok challenge** TikTok users could participate in the #OlympicSpirit hashtag challenge by sharing how they were celebrating the Games. The challenge drove 6 billion views on TikTok.

- **Olympic Mascot in AR** Fans on Instagram were invited to match the poses of the Olympic mascot in the correct sequence on the official Olympics account.
- **Dedicated content on Chinese platforms** Updates and fan-focused content were made available via Weibo and Douyin for Chinese speakers.
- **Olympic GIFs** Fans could choose from 500 new GIFs from Olympic history on the official Olympics account on Tenor to express themselves.

### Collaborating with TOP Partners

The IOC worked closer than ever with TOP Partners to co-create engagement initiatives around Tokyo 2020, driving excitement among fans worldwide. These included:

- **Alibaba** The official Tokyo 2020 content portal on Tmall, operated by Alibaba Group, featured the latest Tokyo 2020 news, photos and announcements, as well as interactive content tailored to young consumers in China.
- **Airbnb** An exclusive programme of over 200 Olympian and Paralympian Online Experiences, hosted by competing and

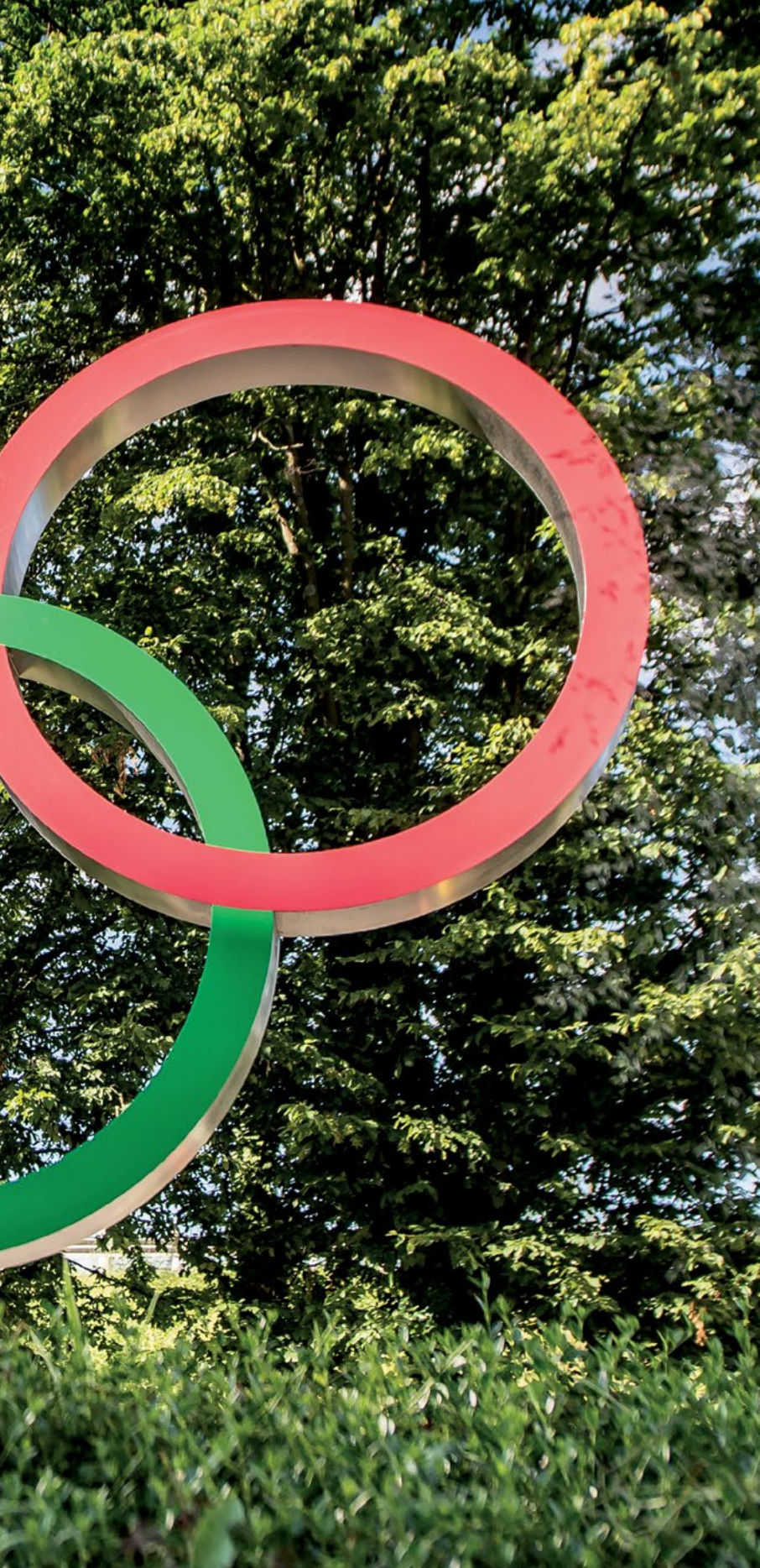


SECTION 05

# SUSTAINABLE DEVELOPMENT







**“Competition for limited resources is increasingly leading to conflict, climate action is at a tipping point, and the interdependency between healthy people and a healthy planet is unmistakable. Amidst this evidence, sport has been recognised as an important enabler of sustainable development. We have the opportunity to make a real difference through our contribution to the United Nations’ Sustainable Development Goals.”**

Olympic Agenda 2020+5

**S**ustainability was one of the topics that shaped Olympic Agenda 2020. Now sustainability – and, more specifically, sustainable development – is at the heart of Olympic Agenda 2020+5.

Recommendation 2 states the continued need to “Foster sustainable Olympic Games” – a challenge already being met with the commitment to ensure the Games are climate-positive from 2030.

Recommendation 10 calls for the Olympic Movement to “Strengthen the role of sport as an important enabler for the United Nations (UN) Sustainable Development Goals”, while Recommendation 13 calls for the IOC to “Continue to lead by example in corporate citizenship”.

This section begins by introducing Olympism 365, the IOC’s new strategy to strengthen the role of sport as an important enabler for the UN Sustainable Development Goals. It then discusses the IOC’s work to embed sustainability across its three spheres of responsibility – as an organisation, as the owner of the Olympic Games, and as the leader of the Olympic Movement.



# OLYMPISM 365

**The IOC's new strategy reaffirms the organisation's commitment to doing all it can to fulfil the United Nations' Sustainable Development Goals.**

In October 2021, the IOC Executive Board endorsed Olympism 365. This key strategy aims to strengthen the role of sport as an important enabler for the United Nations' Sustainable Development Goals (UN SDGs), and to connect people with the Olympic values – everywhere, every day.

Olympism 365 is the engine behind Recommendation 10 of Olympic Agenda 2020+5, which commits to “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals”. With this strategy, the IOC reaffirms its commitment to build on the momentum

created by the Olympic Games to promote the Olympic values and the role of sport in society 365 days a year.

Olympism 365 applies the Fundamental Principles of Olympism and aligns with local aid investment plans, development plans and other initiatives that are aligned with the SDGs. Through its impact in the areas of access, belonging, benefits and connection, Olympism 365 directly aligns with 17 targets in 10 UN SDGs – see *page 160*.

Olympism 365 accounts for the progress made by the IOC and its stakeholders over the last 20 years to contribute to building a peaceful and better world through sport. It also positions the Olympic Movement's ambitions to remain relevant in the current



Formally launched in October 2021, Olympism 365 focuses on connecting people with the Olympic values everywhere, every day.



global context, which has been impacted by the global pandemic.

The importance of sport and its values has been demonstrated more than ever during the COVID-19 pandemic. Sport has played an essential role in helping people to remain physically and mentally healthy throughout this difficult period.

Governments, UN agencies, development banks, non-governmental organisations and other commercial organisations all recognise that sport can drive social change. Olympism 365 will aim to build innovative and effective partnerships using sport to impact people's lives in all spheres of society, including education, health and inclusion.

Olympism 365 will work towards creating change in four interconnected areas:

- **Improving access to sport**  
Olympism 365 will gather and leverage a network of diverse partners that will create new opportunities for underserved communities to play sport.

**“With the adoption of Olympism 365, we will create and strengthen partnerships that will allow us to further contribute to building a better world through sport, together.”**

Thomas Bach, IOC President

- **Creating a place to belong**  
Through innovative partnerships, Olympism 365 will create safe, inclusive and equal sports communities.
- **Ensuring opportunities to fully benefit from sport**  
Olympism 365 will endeavour to leverage the full power of sport, including physical and mental well-being but also new prospects related to employability, such as networking and leadership training.
- **Strengthening local and global connection**  
Olympism 365 will allow diverse groups of people and organisations to connect, share best practices and experiences, and collectively solve problems.

To deliver on these objectives, Olympism 365 will follow four working principles:

- Quality delivery and advocacy partnerships are at the centre of delivery.
- The approach will consider the ongoing impact of the COVID-19 pandemic.
- Safe, inclusive, accessible, sustainable organisations are a pre-requisite to enabling more equal opportunities.
- Human rights-based and sustainable environmental, social and economic practices are applied across all mechanisms.

Over the next four years, Olympism 365 will build eight intersecting portfolios, which include over 45 strategic partners and over 200 implementing partners. Each portfolio has the opportunity to include Olympic Movement stakeholders, athletes, non-governmental organisations, Worldwide Olympic Partners, Young Leaders, government departments, UN and development agencies, and programme delivery organisations.

These pages detail how the IOC is embedding sustainability and sustainable development across its spheres of responsibility: as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.



## IOC Human Rights Unit

March 2021 saw the IOC establish its first ever Human Rights Unit. Its creation was guided and inspired by Recommendation 13 of Olympic Agenda 2020+5, which calls for the IOC to “Continue to lead by example in corporate citizenship” – and, specifically, to “Strengthen our human rights approach” and “Adopt an overarching IOC human rights strategic framework with specific action plans”.

The Human Rights Unit has been established to guide the IOC as it looks to deliver on its human rights responsibilities. The Unit made progress in 2021 on the framing of the IOC's human rights strategic framework, with a view to publishing it in 2022. In line with Olympic Agenda 2020+5, the framework will cover each of the IOC's three different spheres of responsibility: the IOC as an organisation, as the owner of the Olympic Games and as the leader of the Olympic Movement.

The main result of the IOC's human rights activities in 2021 was the publication in November of the IOC Framework on Fairness, Inclusion and Non-Discrimination on the Basis of Gender Identity and Sex Variations. Published following a two-year consultation process with more than 250 athletes and concerned stakeholders, the Framework is discussed in more detail on page 60.



Olympic House, the IOC's headquarters, is one of the world's most sustainable buildings.

# THE IOC AS AN ORGANISATION

The IOC continued to evolve its practices in 2021 – paving the way for its ambition, announced the previous year, to become a climate-positive organisation by 2024.

The IOC this year reinforced the signal announcement it made in 2020 – a commitment that the organisation will become climate-positive by 2024 via a three-step approach:

- Reducing direct and indirect greenhouse gas emissions by 30 per cent by 2024 and by 50 per cent by 2030, in line with the Paris Agreement – see below.
- Compensating more than 100 per cent of remaining emissions, mainly through the Olympic Forest. See *page 93*.

- Encouraging suppliers and the Olympic Movement to take action against climate change and make the sports world more sustainable.

## Increased commitment to reducing emissions

The IOC's commitment to reduce its emissions increased in October 2021 with confirmation that the organisation will cut its direct and indirect emissions by 50 per cent by 2030.

Made by President Bach at the Association of National Olympic Committees (ANOC) General Assembly, the announcement highlights an increased level of ambition compared to the IOC's previous commitment to a 45 per cent reduction over the same period, in line with the Paris Agreement.

“The climate crisis is arguably the biggest challenge humanity is facing,” said President Bach. “By further reducing our carbon emissions, we strengthen our contribution to the realisation of the Paris Agreement, follow the latest science on climate change, and contribute better to this global effort.”

## Sustainability Report 2021

The IOC published its third Sustainability Report in December 2021. The Report showed that the IOC achieved 15 of its 18 sustainability objectives for 2017–2020, raising its ambition to address climate change and helping to make sustainability mainstream across the Olympic Movement.

Key 2017–2020 achievements include:

- Completing Olympic House, the IOC's new headquarters, as one of the world's most sustainable buildings.
- Achieving carbon neutrality for 2017–2020 via the IOC–Dow carbon mitigation initiative.
- Ensuring sustainability is addressed from the earliest stage of the future host process.
- Reinforcing sustainability commitments in the Host Contract, including for all upcoming Games to be carbon neutral, and climate positive from 2030.
- Co-launching and leading on the UN Sports for Climate Action Framework.
- Developing strategy guides, case studies, technical workshops and working groups to support the Olympic Movement in addressing sustainability.
- Launching the IOC–Dow Carbon Action Awards to further encourage sustainable practice among the Olympic Movement.



The report also discussed recent IOC initiatives in sustainability, including:

- The development of sustainable sourcing guidelines for event branding and signage materials, as discussed on page 105.
- The second edition of the IOC Young Leaders programme, discussed in detail on page 76.
- Purpose-led partnerships with TOP Partners including Airbnb, Coca-Cola, Intel and P&G.
- The Olympic Forest (see below).
- Ways of evaluating the carbon footprint of the IOC's digital activities.
- Initiatives and partnerships to enable further collaboration with and support for the Olympic Movement, such as continental NOC working groups.

To conclude, the report published for the first time the IOC's 17 new sustainability objectives for 2021–2024, which are summarised on page 95.

## Olympic Forest

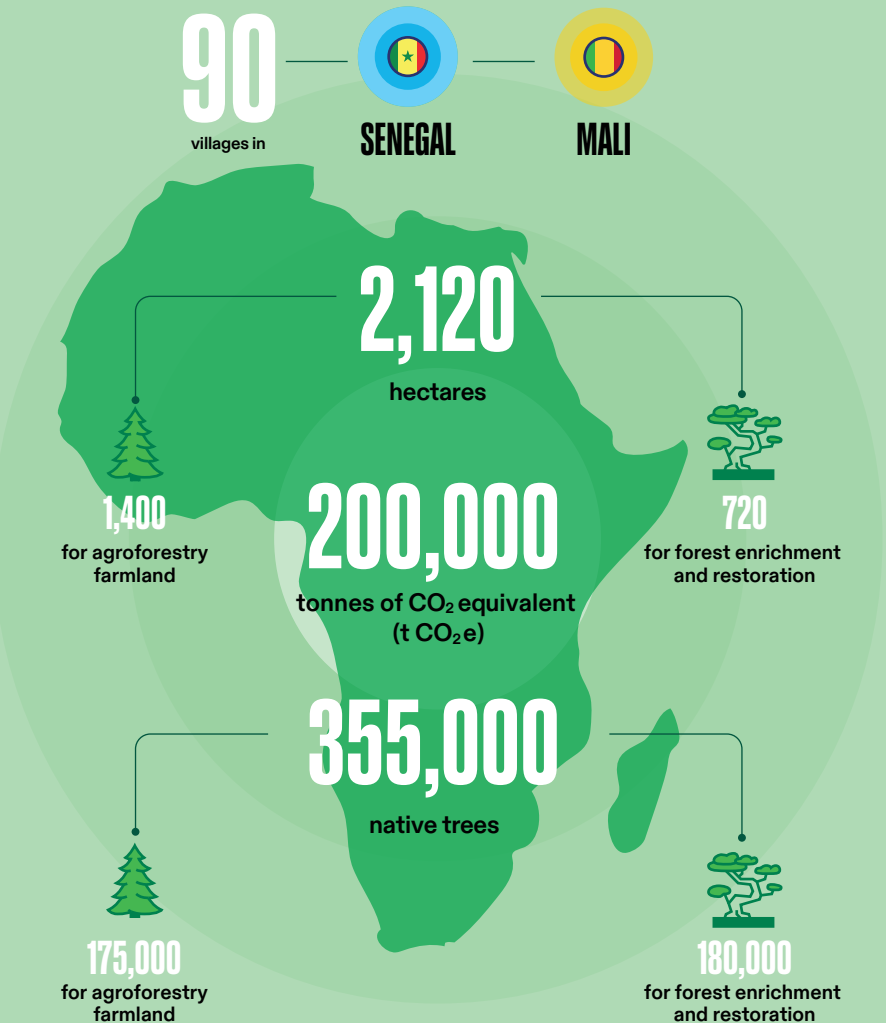
On 17 June 2021, the UN's World Day to Combat Desertification and Drought, the IOC announced the details of its Olympic Forest project in Mali and Senegal, an element of the IOC's climate-positive strategy.

The Olympic Forest is a contribution to the Great Green Wall initiative, which restores degraded landscapes across Africa's Sahel region. The Great Green Wall is itself a flagship project of the UN Decade on Ecosystem Restoration 2021–2030, which launched on World Environment Day (5 June 2021).

The Olympic Forest will see around 355,000 native trees planted across approximately 90 villages in Mali and Senegal, host of the Youth Olympic Games Dakar 2026. By compensating more than 100 per cent of the IOC's residual emissions for the 2021–2024

# OLYMPIC FOREST

HELPING THE IOC TO BECOME CLIMATE POSITIVE BY 2030



**“Our goal [with Dakar 2026] is to go beyond sport and use the Games as an opportunity to raise young people’s awareness [...] about today’s sustainability challenges and ways in which we can help address them. The Olympic Forest paves the way in this direction.”**

**Mamadou Diagna Ndiaye**, IOC Member and President of the Youth Olympic Games Dakar 2026 Organising Committee



Tree Aid, a non-profit organisation with over 30 years' experience working with people in the drylands of Africa, is working with the IOC to create the Olympic Forest.

**“Sustainability is now firmly embedded as an executive priority within the IOC. This ethos flows into our corporate ways of working, our focus on ensuring sustainable Olympic Games, and how we engage with the wider Olympic Movement.”**

**HSH Prince Albert II of Monaco**, Chair of the Sustainability and Legacy Commission

period, the Olympic Forest will help the organisation become climate positive by 2024. The IOC plans to open up the project in the future to other Olympic Movement organisations.

The Olympic Forest will also contribute to increasing local communities' food and economic security and help them

adapt to the consequences of climate change. The IOC will work hand in hand with local communities to ensure the Olympic Forest creates diverse social, economic and environmental benefits in an area that has experienced increased droughts and floods.

The IOC is working with Tree Aid, an experienced non-profit organisation,

to create the Olympic Forest. The initial phase will involve engaging with communities to analyse their needs, identifying project areas, establishing a monitoring and evaluation plan and setting up plant nurseries.

The carbon savings generated by the Olympic Forest will be independently certified according to Plan Vivo – guaranteeing the creation of socio-economic benefits for local communities, and additional environmental benefits such as the restoration of damaged ecosystems.



# IN BRIEF: NEW SUSTAINABILITY OBJECTIVES 2021–2024

## The IOC as an organisation

- 1 Reduce CO<sub>2</sub> emissions in line with the Paris Agreement
- 2 Create an Olympic Forest to support our climate positive objective
- 3 Ensure the IOC Sustainable Sourcing Guidelines are fully implemented
- 4 Develop training to help implement the IOC Sustainability Strategy

## The IOC as owner of the Olympic Games

- 5 Assist and accelerate the transition to climate positive Olympic Games
- 6 Require that no permanent Olympic construction occurs in protected areas
- 7 Identify Games-related functional areas where sustainability needs reinforcing
- 8 Support OCOGs and partners in monitoring oversight of supply chains
- 9 Promote sustainable tourism and responsible consumption

## The IOC as leader of the Olympic Movement

- 10 Work with Olympic IFs to have sustainability strategies in place by 2024
- 11 Develop a sustainability strategy template for NOCs
- 12 Support Olympic IFs and NOCs to join the UN Sports for Climate Action Framework
- 13 Develop a framework so the Olympic Movement can contribute to the Olympic Forest
- 14 Work with Olympic IFs and NOCs to apply a basic level of procurement standards
- 15 Help showcase best practice in sustainable innovation in sport infrastructure
- 16 Assist the Olympic Movement to implement sustainable actions through sport
- 17 Support role models and influencers to raise awareness of sustainability in sport

Full details of these sustainability objectives can be found in the IOC Sustainability Report 2021





# THE IOC AS OWNER OF THE OLYMPIC GAMES

The IOC is continuing to work with Olympic Games Organising Committees to embed sustainability in every aspect of Games preparations and delivery – and foster the delivery of lasting benefits to host communities.



Olympic Village Plaza was built with 40,000 pieces of 'borrowed' sustainable timber donated by 63 Japanese municipalities.

## Olympic Games Tokyo 2020

Despite complications brought about by the postponement of the Games, the Tokyo 2020 Organising Committee successfully fulfilled its ambitions to deliver sustainable Olympic Games in 2021. Tokyo 2020 prepared and managed the Games based on the ISO 20121 international sustainable event management standard – created ahead of the Olympic Games London 2012 and, from Tokyo 2020, an operational requirement for all Olympic Games Organising Committees.

Sustainability was a key consideration at Tokyo 2020: from the use of 100 per cent renewable energy at venues to the use of recycled materials to fabricate the medals, victory podiums and even the Olympic torch, which was fuelled by clean hydrogen for part of its journey. Hydrogen also provided the electricity for the Olympic Village – which, post-Games, is being converted into hydrogen-powered flats, shops, a school and other facilities. A first in Japan, this new infrastructure is environmentally friendly, socially inclusive and technologically advanced.

Just eight of the competition venues were constructed especially for the Games, and the vast majority of procured items are being recycled or reused. Following the Games, the Organising Committee confirmed that



# TOKYO 2020: SETTING NEW STANDARDS



of procured items reused or recycled



of electricity from renewable resources

# 5,000



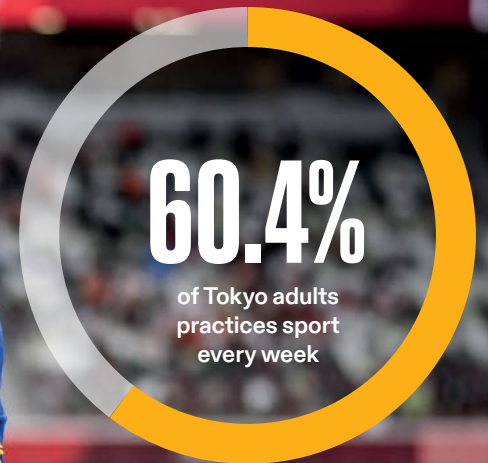
Olympic and Paralympic medals made from metals sourced from electronics donated by the public

# 170 MILLION

public participations in

# 160,000

actions to bring about positive change



of Tokyo adults practices sport every week

# 24.5

**TONNES**  
of plastic collected to construct

# 98

victory podiums

# 50%



Reduction in greenhouse gas emissions pledged by the Tokyo Metropolitan Government by 2030 (compared to 2000)



# 1.07 MILLION T CO<sub>2</sub>

Reduction in emissions compared to April 2018 estimate (35.2%)





The official Olympic fleet at Tokyo 2020 included sustainable hydrogen Fuel Cell Electric Vehicles (FCEV).

the Games' emissions had been reduced by 35 per cent from the estimate given in April 2018, due in part to the absence of international spectators due to counter-COVID-19 restrictions.

The Games brought about a number of other benefits to local communities in Tokyo:

- Sports participation** Tokyo 2020 encouraged people become more active – and by 2020, some 60.4 per cent of Tokyo adults engaged in sporting activity, up from 53.9 per cent in 2012. Initiatives included the nationwide Tokyo 2020 School Sports Day Project; Let's 55 GoGo, which encouraged the public to experience the 55 Olympic and Paralympic disciplines; and upgrades to Tokyo's sports infrastructure, part of Sports City Tokyo.
- Public engagement** Tokyo 2020 engaged people across Japan in initiatives that helped to create a sustainable society – most prominently by encouraging the public to donate mobile phones and plastic waste to create Olympic medals and podiums.

- Creating an inclusive and smart city** Tokyo 2020 brought about many key changes to the city, including initiatives to promote next-generation mobility; the revitalisation of the Tokyo waterfront, with improved transportation and access; the promotion of teleworking and flexible hours; and changes to make the city even more welcoming to tourists.

For more sustainability highlights from Tokyo 2020, see *page 28* and download the Post-Games Sustainability Report from the Tokyo 2020 website.



Let's 55 GoGo included virtual sport experiences.



## A call to action

Athletes who participated at the Olympic and Paralympic Games Tokyo 2020 called on world leaders to deliver on climate action in 2021. The call came in a video produced with support from the IOC and launched to coincide with the UN Climate Change Conference (COP26) in Glasgow.

The video was initiated by Hannah Mills MBE, double Olympic champion in sailing, and British Olympic rower Melissa Wilson, and features more than 50 Olympians and Paralympians from around the world, including Spanish basketball player and IOC Athletes' Commission member Pau Gasol Sáez; double Olympic champions Eliud Kipchoge (athletics) and Andy Murray (tennis); Tokyo 2020 gold medallists Tom Daley (diving), Emma Twigg (rowing) and Martine Grael (sailing); and Tokyo 2020 Paralympic wheelchair racing champion Hannah Cockroft MBE.

In the video, these athletes and others recalled the challenges they overcame as they chased excellence at Tokyo 2020, and called on the world's leaders to do the same as they gathered at the "Olympics of climate summits" to decide on the global response to the climate crisis.



## Olympic Winter Games Beijing 2022

Beijing 2022 continued integrating sustainability into its preparations, guided by its Sustainability Plan, its commitment to stage carbon-neutral Games and its vision of “sustainability for the future”.

All Beijing venues are powered by renewable energy, with four ice venues benefiting from natural CO<sub>2</sub> refrigeration systems – the first use of this low-climate impact technology in China and at the Olympic Winter Games.

Five of the seven venues in the Beijing 2022 competition zone are legacy venues from Beijing 2008, and all new and renovated venues have been certified to national sustainable construction standards. Environmental Impact Assessments have been conducted for the new competition zones of Yanqing and Zhangjiakou, with flora and fauna in Yanqing protected through various initiatives and restrictions.

Beijing 2022 has launched the largest drive in Olympic history to engage people in winter sport. Between 2015, when Beijing was

elected host, and October 2021, 346 million Chinese people have taken part in winter sport, a quarter of the population – creating major health and social benefits while also building a global market for winter sports.

Beijing 2022’s work has followed three international standards: the ISO 20121 Event Sustainability Management System, the ISO 14001 Environmental Management System, and the ISO 26000 Guidance on Social Responsibility. Beijing 2022 will be publishing a full post-Games sustainability assessment in the second half of 2022.



The National Speed Skating Oval is one of four Beijing 2022 venues to benefit from natural CO<sub>2</sub> refrigeration systems.

## Olympic Games Paris 2024

The Paris 2024 Climate Strategy, published in 2021, commits Paris 2024 to staging the first ever climate-positive Olympic Games, an announcement that both follows on from and anticipates the IOC's ambition to ensure all Olympic Games are climate positive by 2030.

A signatory to the UN Sports for Climate Action Framework (see page 104), Paris 2024 has also signed up to the French Ministry of Sport and the World Wide Fund for Nature's charter of 15 environmentally responsible commitments for sport event organisers – capitalising on the years building up to the Games to collectively implement concrete solutions to help promote sustainable sport events.

### Paris 2024 Climate Strategy

In March 2021, inspired by the IOC's twin commitments that the organisation will be climate positive by 2024 and that all Games will be climate positive from 2030, the Paris 2024 Board of Directors approved the Games' Climate Strategy. The strategy commits Paris 2024 to organising the world's first Olympic and Paralympic Games with a positive contribution to the climate.

The Climate Strategy commits the Paris 2024 Organising Committee to reduce its CO<sub>2</sub> emissions in line with the Paris Agreement, offset more than its residual emissions, and use its influence to develop long-term carbon compensation projects. It is based on three pillars:

**“Paris 2024 is sending a strong signal to the world about the importance of ambitious and inclusive climate action.”**

**Niclas Svenningsen**, UN Climate Change Manager for Global Climate Action

- Reduction of greenhouse gas emissions**  
 Paris 2024 will reduce emissions through a venue masterplan that includes just three new permanent venues, the use of renewable energy and low-carbon solutions, a sustainable catering plan, a responsible digital plan and other measures.
- Support for projects with a positive climate contribution**  
 Paris 2024 will offset unavoidable emissions by supporting CO<sub>2</sub> avoidance and capture projects on all five continents, as well as projects that avoid negative climate impacts; and by contributing to local projects that help address climate change and provide other benefits.
- Mobilisation of stakeholders to maximise long-term positive impact**  
 Paris 2024 will ensure the Games are a platform to accelerate climate action, and will share tools and methodologies such as Paris 2024's Climate Coach, an application to help its employees reduce their carbon footprints.

### Getting France active

The Paris 2024 Legacy and Sustainability Plan explores how organisers will “seize the Games as an opportunity to increase the reach of sport in people's lives and come up with a new model for organising major events”.

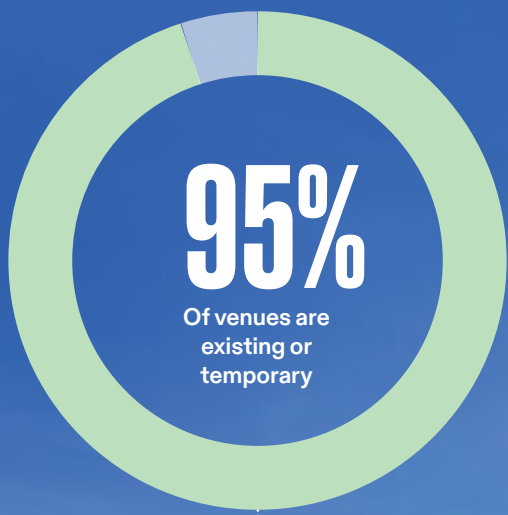
Aligned with this ambition, and working in collaboration with groups such as *Pour une France en forme* (“Getting



Paris 2024 is presenting and promoting a huge number of initiatives designed to get France active.



# PARIS 2024: THE FIRST CLIMATE POSITIVE GAMES



**55%** Reduction in linked emissions from previous Games

**100%** Renewable energy used in Games venues

**100%** Of commercial partners and suppliers encouraged to apply sustainability and carbon neutrality criteria for purchases

**MORE THAN 100%** Of residual emissions offset



**“We want to promote the benefits of regular sport and physical activity in all parts of society.”**

**Tony Estanguet**, President of Paris 2024

France in Shape”), Paris 2024 is encouraging people in France to do more sport where they live their daily lives: at school, at the workplace, in the city.

The Paris 2024 Organising Committee has taken a leading role in promoting 30 minutes of physical activity per day in French schools – reaching 500,000 students by the end of 2021. Since 2020, Paris 2024 has also been funding and supporting sports activities in public spaces across France by collaborating with local clubs and regional authorities.

### Sustainability and Legacy Report

August 2021 saw the publication of Paris 2024’s first Sustainability and Legacy Report. Following the publication of the Paris 2024 Climate Strategy, and prepared in accordance with the Global Reporting Initiative (GRI) Standards (Core option), the report provides an update on the implementation of the Games’ legacy and sustainability strategies, and discusses progress towards the Organising Committee’s ambitious aims and targets.

## Olympic Games Brisbane 2032

At the 138<sup>th</sup> IOC Session in Tokyo, IOC Members voted to award the Games of the XXXV Olympiad to Brisbane.

Brisbane 2032 is the first host to have been elected with the commitment to plan and stage a climate positive Games. It is also the first future host to have been elected under the new flexible approach to electing Olympic hosts, which enables the IOC to work in partnership with cities, regions and countries to encourage Olympic projects that use a high percentage of existing and temporary venues, align with long-term development plans, and have a strong vision for sports and local communities.

As IOC President Thomas Bach said at the 138<sup>th</sup> Session: “We encourage Olympic Games projects which are sustainable and economically responsible... and which leave solid legacies for local communities. The

Brisbane 2032 vision and Games plan fit into long-term regional and national strategies for social and economic development in Queensland and Australia, and complement the goals for the Olympic Movement outlined in Olympic Agenda 2020 and 2020+5.”

For more on the election of Brisbane, see [page 38](#).

### Legacy celebrations

The last year saw two major commemorations of two previous Olympic Games.

Delayed for a year by the pandemic, celebrations marking the 100<sup>th</sup> anniversary of the Olympic Games Antwerp 1920 took place in 2021. Antwerp created a variety of digital initiatives to mark the anniversary of the Games, the first to take place after the First World War – and the first Games to feature, as an emblem, the Olympic rings. The anniversary saw

**“The Olympic dream is all about being the best you can – and that doesn’t just mean competing or winning medals. It means being a good global citizen.”**

**Hannah Mills MBE**, Olympic champion and European Climate Pact Ambassador

the Olympic rings permanently installed by the Olympic Stadium, still in use as a football stadium, and was marked by a temporary exhibition at The Olympic Museum in Lausanne.



Fans gathered at Riverside Green to watch on a big screen as Brisbane was confirmed as the host of the Olympic Games 2032.



Also in 2021, Salt Lake City presented a newly restored Olympic and Paralympic Cauldron in a ceremony attended by many athletes who participated in the Olympic Winter Games Salt Lake City 2002. The cauldron was permanently installed in a new plaza by Rice-Eccles Stadium at the University of Utah ahead of the Games' 20<sup>th</sup> anniversary in 2022.

## Post-Games use of Olympic venues

The IOC has surveyed all competition venues previously used at every edition of the Olympic Summer and Winter Games, from the Olympic Games Athens 1896 to the Olympic Winter Games PyeongChang 2018, to assess how many are still in use today. The study was inspired by the idea that learning from past experiences can help shape a better future – and looking at post-Games venue use can help to identify key lessons, best practices and more opportunities for future Olympic hosts.

The survey found that of the 923 competition venues used at the 51 editions of the Olympic Games covered by the survey (28 Summer, 23 Winter):

- **817** were constructed as permanent venues (89 per cent)
- **85 per cent** of the permanent venues were still in use in 2020
- **87 per cent** of more complex permanent venues were still in use in 2020
- **106** were constructed as temporary venues (11 per cent)
- **93** of them have been dismantled (89 per cent of temporary venues)

As well as looking back to past Games, the report looked ahead to future Olympic Games – and specifically to the Olympic Agenda 2020-inspired venue masterplans for Paris 2024, Milano Cortina 2026, LA28 and Brisbane 2032, which will primarily use pre-existing and/or temporary venues.



Antwerp's Olympic Stadium hosted the 1920 Games – and like 85% of Olympic venues intended to be permanent, it's still in use.



Salt Lake City's Olympic Cauldron was permanently installed in a new plaza ahead of the Games' 20<sup>th</sup> anniversary in 2022.



Published for World Mountain Day, the IOC's "Be a Mountain Hero" is a checklist for those who want to protect our mountains.

# THE IOC AS LEADER OF THE OLYMPIC MOVEMENT

Through its own initiatives, and through collaborations with the UN and other international organisations, the IOC continues to lead the Olympic Movement's push towards a more sustainable future.

## Working with the UN

The IOC continued its close collaborations with the UN and its various agencies on a range of sustainability-related matters in 2021 – continuing to lead on the UN Sports for Climate Action Framework, developing new guidelines to help protect mountain environments, and joining the Race to Zero at COP26.

## UN Sports for Climate Action Framework

In September 2021, IOC President Thomas Bach urged more sports bodies to join the UN Sports for Climate Action Framework and commit to meaningful climate action.

President Bach was speaking at the annual Sport Positive Summit, which is dedicated to sport and sustainability topics.

"As the leader of the Olympic Movement, the IOC has a responsibility to be a part of the solution," said President Bach. "And we have a responsibility to be ambitious about leading the change in the sporting world because it is clear that we are now in a race against time towards a climate-positive world."

The UN Sports for Climate Action Framework was launched in December 2018 by UN Climate Change in partnership with the IOC, and aims to set the course for the sports world to address climate change through concrete commitments and partnerships. Support for the framework grew further in 2021 – and by the end of the year, just over 270 organisations had signed up, including:

- the IOC;
- the International Paralympic Committee (IPC);
- the Organising Committees for Tokyo 2020, Beijing 2022 and Paris 2024;
- 28 Olympic International Federations (IFs) and IOC-Recognised Federations, and the Global Association of International Sports Federations (GAISF); and
- 12 NOCs, along with ANOC.

The IOC co-chairs one of the Framework working groups, and continues to support the Olympic Movement in its implementation of the Framework. It also provides one-on-one training to organisations preparing to join.

## COP26 and the Race to Zero

The IOC this year joined the UN-backed Race to Zero, a global campaign aimed at rallying climate leadership from non-government entities to work towards a carbon-free world. The announcement was made at Sports for Climate Action – On the Race to Net-Zero, a session dedicated to sport held during COP26 in Glasgow.

"It is no exaggeration to say that the climate crisis will make or break the future of our planet," said HSH Prince Albert II of Monaco, Chair of the IOC Sustainability and Legacy



Commission, in his keynote speech. “As the leader of the Olympic Movement, the IOC has a responsibility to be a part of the solution, and we have a responsibility to be ambitious about leading the change in the sporting world.”

The COP26 sports session also featured IOC Sustainability Ambassador Hannah Mills speaking about the power of sport to inspire positive change.

### Be a Mountain Hero

The IOC’s Mountain Summit Group teamed up with the UN Environment Programme (UNEP) in December 2021 to launch a simple 10-step checklist for those who want to help protect mountains for future generations.

Titled “Be a Mountain Hero” and published to coincide with World Mountain Day, the 10 steps cover tips on the most sustainable choices that individuals can make before, during and after a mountain excursion, such as opting for sustainable equipment, choosing “conscious travel”, sticking to marked routes and speaking up for mountains.

The Mountain Summit Group was launched by the IOC in 2019 with the aim of minimising sport’s negative impact on mountain environments, and raising awareness about the importance of protecting and conserving them. It brings together all sport organisations that practice their sports within a mountain environment and are concerned with the current state of the world’s mountains.



The Mauritius NOC joined the Clean Seas campaign in 2021.

### Clean Seas

NOCs continue to align with the UN Environment Programme’s Clean Seas campaign against marine plastic litter. In 2021, for instance, the Mauritius NOC joined Clean Seas and carried out a project to reduce single use plastics in their offices, within their national federations and with their athletes.

### New guide on sustainable signage

The IOC teamed up in 2021 with the Union of European Football Associations (UEFA) and The Ocean Race to publish sustainable sourcing guidelines for event branding and signage materials, aimed at event organisers and sustainability professionals.

A follow-up to the IOC–UEFA technical guide that evaluates the environmental impact of branding and signage, the guide explores branding and signage materials used at events, evaluates their environmental impact and identifies key principles for improving their design and procurement. The two documents have been shared with the Olympic Movement and are freely available at [Olympics.com](https://olympics.com).

**“[Our commitment to reduce emissions] is key to how we will make the shift from a carbon-neutral to a climate-positive organisation by 2024. Following this commitment, we urge all sports organisations to follow suit.”**

HSH Prince Albert II of Monaco, Chair of the IOC Sustainability and Legacy Commission



HSH Prince Albert II of Monaco represented the IOC at COP26 in November 2021.

SECTION 06

# CREDIBILITY







**“Trust in traditional institutions is declining and younger generations are demanding more purpose from organisations and business. Our ability to make a difference will rest with the credibility of our institutions and competitions, by further strengthening integrity, transparency and good governance across the entire Olympic Movement.”**

Olympic Agenda 2020+5

**C**redibility was one of the three topics that shaped Olympic Agenda 2020. As IOC President Thomas Bach pointed out in his introduction: “The Olympic Movement is all about the clean athletes. They are our best ambassadors [and] our role models. [...] We have to protect them from doping, match-fixing, manipulation and corruption. [...] We have to consider every single cent in the fight against these evils [...] as an investment in the future of Olympic sport.”

Credibility is also central to Olympic Agenda 2020+5. Recommendation 5 calls for the Olympic Movement to “Further strengthen safe sport and the protection of clean athletes”, while Recommendation 13 states the need to “Continue to lead by example in corporate citizenship” – with “the deepening of engagement with affected stakeholders and regular reporting on progress bring[ing] further credibility and transparency.”

This section begins by discussing how the IOC is governed before moving on to outline the multitude of ways it continued fighting for clean sport in 2021.

# GOVERNANCE AND ETHICS

Good governance is central to the Fundamental Principles of Olympism – and an imperative for the IOC and all members of the Olympic Movement.



IOC President Thomas Bach welcomes IOC Members to the 137<sup>th</sup> IOC Session, which was held online due to the COVID-19 pandemic.

The IOC continues to strengthen its own principles of good governance. The changes implemented by the IOC as a result of Olympic Agenda 2020 have been followed in 2021 by a continued emphasis on good governance in Olympic Agenda 2020+5, which was approved by IOC Members at the 137<sup>th</sup> IOC Session in March 2021. Specifically, Recommendation 14 of Olympic Agenda 2020+5 is a call to 'Strengthen the Olympic Movement through good governance' – highlighting the need for robust implementation and compliance with high standards of good governance.

Aligned with this Recommendation, the IOC continues to champion ethical and basic principles of good governance for all members of the Olympic Movement. These principles include transparent and democratic decision-making processes, financial reporting and auditing in line with

international standards, and the publication of financial reports and ethics and compliance rules.

## IOC Code of Ethics

The IOC Code of Ethics is a framework of ethical principles based on the Olympic values and principles. Defined and updated by the IOC Ethics Commission, it is an integral part of the Olympic Charter.

The Code of Ethics provides a clear explanation of its scope of application; a description of the Fundamental Principles of Olympism; definitions of integrity of conduct and competitions for the IOC and Olympic Movement stakeholders; and reporting obligations. Updated with new implementing provisions relating to the Olympic Winter Games Beijing 2022, the latest edition of the Code of Ethics and its related texts was

approved by the IOC Executive Board in December 2021 before coming into force in January 2022.

## Basic Universal Principles of Good Governance

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement were approved by the XIII Olympic Congress in Copenhagen, Denmark, in 2009. All members of the Olympic Movement must adopt, as their minimum standard, these Basic Universal Principles.

## The IOC as an organisation

The IOC is an international non-governmental non-profit organisation of unlimited duration, in the form of an association with the status of a legal person,



recognised by the Swiss Federal Council. In accordance with the Olympic Charter, the IOC's mission is to promote Olympism across the world and lead the Olympic Movement, governed according to basic principles of good governance and high-standard ethical rules.

### Session

The Session is the IOC's general assembly, bringing together IOC Members at least once every year to take key decisions – including the selection of Games hosts, the composition of the Games' sports programme and the election of IOC Members. The IOC held two Sessions in 2021: the 137<sup>th</sup> Session, held online in March 2021, and the 138<sup>th</sup> Session, held in Tokyo shortly before the Olympic Games Tokyo 2020 in August 2021.

In addition to the ordinary Session, an extraordinary Session may be convened at any time by the President or upon the written request of at least one-third of the IOC Members.

### President

The President is the IOC's permanent representative and presides over all of its activities. He or she is elected by the Session in a secret ballot among the IOC Members for a mandate of eight years, renewable once for four years. Thomas Bach was elected IOC President at the 125<sup>th</sup> Session in September 2013, and was re-elected to serve an additional four-year term at the 137<sup>th</sup> Session in March 2021.

### Executive Board

The Executive Board assumes the general responsibility for the administration and management of the IOC's affairs. It is composed of the IOC President, four Vice-Presidents and 10 other members – all elected by the Session by majority of the votes cast in a secret ballot, for four-year terms. Board members may serve no more than two consecutive terms and must then wait two years before becoming re-eligible for election.

At the 138<sup>th</sup> Session, Nicole Hoevertsz was elected as an IOC Vice-President, replacing Anita L. DeFrantz; Kristin Kloster Aasen and Emma Terho were elected to the Executive Board, the latter in her capacity as the new Chair of the IOC Athletes' Commission (replacing Kirsty Coventry); and Robin E. Mitchell and Denis Oswald were re-elected as Executive Board members. Some 33 per cent of Executive Board members are women, in line with the IOC's target for women to occupy at least 30 per cent of decision-making positions.

### Commissions

The IOC may establish commissions for the purpose of advising the Session, the Executive Board or the President, who establishes permanent or other standing or ad hoc commissions and working groups whenever necessary. These commissions are made up of IOC Members and a range of external experts. As of 31 December 2021, there were 31 IOC commissions.

Female representation on IOC commissions has more than doubled since 2013. As of October 2021, 48 per cent of IOC commission members were women, who chaired 37 per cent of the commissions.

#### *Ethics Commission*

The IOC was the first sports organisation to establish an independent Ethics Commission, which it put in place to safeguard the ethical principles of the Olympic Movement as set out in the Code of Ethics.



Nicole Hoevertsz became an IOC Vice-President in 2021.

## IOC commissions

- Athletes'
- Athletes' Entourage
- Audit Committee
- Communications
- Culture and Olympic Heritage
- Digital and Technology
- Disciplinary
- Ethics
- Finance
- Future Host Commission for the Games of the Olympiad
- Future Host Commission for the Olympic Winter Games
- Human Resources Committee
- IOC Members Election
- Legal Affairs
- Marketing
- Medical and Scientific
- Olympic Channel
- Olympic Education
- Olympic Programme
- Olympic Solidarity
- Public Affairs and Social Development through Sport
- Sport and Active Society
- Sustainability and Legacy
- Women in Sport

## IOC Coordination Commissions

- XXIV Olympic Winter Games Beijing 2022
- 4<sup>th</sup> Winter Youth Olympic Games Gangwon 2024
- Games of the XXXIII Olympiad Paris 2024
- XXV Olympic Winter Games Milano Cortina 2026
- Youth Olympic Games Dakar 2026
- Games of the XXXIV Olympiad Los Angeles 2028
- Games of the XXXV Olympiad Brisbane 2032

The Ethics Commission Chair and the majority of the members are not IOC Members, Honorary Members or former IOC Members, and all members of the commission are elected by the IOC Session for a maximum of three terms of four years. The Ethics Commission is currently chaired by Ban Ki-moon, former Secretary-General of the UN, who was re-elected to serve a second four-year term as Chair at the 138<sup>th</sup> Session in August 2021.

The Ethics Commission has three functions:

- It draws up and continuously updates a framework of ethical principles, including the Code of Ethics, as well as specific implementing provisions based on the values and principles enshrined in the Olympic Charter.
- It looks into complaints raised in relation to the non-respect of the Code of Ethics and, where necessary, proposes recommendations to the IOC Executive Board and/or the IOC Session. These recommendations remain confidential until the IOC Executive Board makes a decision. All decisions are published at <https://olympics.com/ioc/integrity>.
- It delivers advice to the IOC on the implementation of the ethical principles.

The conflict-of-interest regulations that were fully deployed in 2020, including the mechanism of prevention through which IOC Members and IOC Directors regularly submit a disclosure of interests, remained in place throughout 2021. No conflicts of interest were noted during the year, which also saw the IOC Ethics Commission continue its support for activities carried out by the International Partnership Against Corruption in Sport (IPACS; see page 119).

#### *Audit Committee*

The Audit Committee reports to the IOC Executive Board and the IOC President, and assists the Director General's Office in fulfilling its responsibilities in terms of risk management, financial reporting, compliance, control and governance. It has the authority and responsibility to conduct any audit it deems necessary, and other such duties that the Executive Board and/or the IOC President may assign to it. The Audit Committee is supported by the Chief Internal Auditor and oversees all IOC entities. The Committee's responsibilities are to:

- Monitor the integrity of the IOC's financial statements, and ensure the financial statements of the IOC and its subsidiaries are prepared in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter; monitor any other formal announcement relating to its financial condition; and review significant financial reporting judgements.
- Oversee the IOC's internal control and risk management systems and report to the Executive Board on the types of risk to which the IOC is exposed, verifying that effective business continuity plans are in place.

- Review compliance with policies, procedures and applicable internal and external regulations, including arrangements by which IOC staff and external parties may, in confidence, raise concerns about possible improprieties in matters of ethics or financial reporting.
- Advise the Executive Board on the annual approval at the Session of the appointment, reappointment or removal of the external auditor; and approve the appointment and removal of the Chief Internal Auditor and monitor the effectiveness of the internal audit function.

#### *Finance Commission*

The IOC Finance Commission advises the Session, the Executive Board and the President on matters relating to the IOC's financial management in order to safeguard continuity and strengthen the transparency and good governance of the IOC and the Olympic Movement. The IOC Finance Commission is supported by the IOC Finance Department and oversees all IOC entities.



No conflicts of interest were noted by the Ethics Commission during 2021.





Ban Ki-moon was re-elected to serve as Chair of the Ethics Commission at the 138<sup>th</sup> Session.

Its responsibilities are to:

- Review and pre-approve financial information in order to be able to provide advice and recommendations to the IOC Session, the IOC Executive Board and the IOC President with respect to making significant financial decisions.
  - Provide advice and guidance to other IOC commissions on financial matters.
  - Ensure that the IOC and its subsidiaries have an efficient and transparent budgeting and financial control process, and that the financial policies and procedures approved by the Executive Board are respected.
- Make recommendations to the Executive Board on the strategy to be followed for the Olympic Movement financial investments, and monitor on a quarterly basis, through the Treasury Committee, that such strategy is followed or updated based on changing conditions in the financial markets.
  - Perform a review of the completed financial statements before their submission to the Executive Board and the Session for approval.

## IOC Risk and Assurance Governance Model

The IOC's risk and assurance system is a core element of its governance model. An effective risk and assurance governance model helps the IOC to reduce potential risks and take advantage of opportunities, while also ensuring it can fulfil its missions and objectives.

The IOC follows the internationally recognised "Three Lines Model" for risk management. Previously known as the "Three Lines of Defence", the model was recently updated and renamed by the Institute of Internal Auditors.



The IOC follows the internationally recognised “Three Lines Model” for risk management.

The Three Lines Model distinguishes three groups with different roles and responsibilities:

- **The First Line** consists of the operational functions that own and manage risks, and which are embedded in the IOC’s day-to-day activities. IOC departments ensure that risks are identified, reported, evaluated and responded to in a timely manner.
- **The Second Line** consists of the managerial functions that help build and/or monitor the first line controls. This serves as an oversight function within the IOC administration, ensuring that controls, framework, policies and procedures are set up, aligned with the IOC’s objectives, and implemented throughout the administration.
- **The Third Line** consists of the independent functions that provide assurance to the organisation’s governing bodies and the Director General on how effectively the organisation assesses and manages

its risks, including the way that the first and second lines operate. The independence of these functions is critical to guarantee its objectivity.

#### **IOC Internal Control System**

Complying with Swiss law, the IOC Internal Control System (ICS) is guided by the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework, revised in 2013 as the Internal Control – Integrated Framework, which covers control environment, risk management, control activities, information and communication, and monitoring activities. The ICS and its operating effectiveness in key business processes are audited annually by the external auditor.

#### **Corporate Security**

Corporate Security ensures that the IOC can continue its global activities in an ever more challenging environment, while ensuring the safety and security of its people and the integrity and availability of its assets and information. It takes an intelligence-led approach to advise on and oversee the IOC’s various layers of protection.

In recognition of the global increase in cyber-threats, the IOC is actively taking further steps to safeguard the confidentiality, integrity and availability of critical information and systems, including through the Digital and Technology Commission.

#### **Governance structure**

In its Three Lines Model, IOC governance’s Third Line comes under the authority of the IOC President, the Ethics Commission and the Audit Committee, and includes the Ethics and Compliance Office and audit functions. External Audit is also an element of the governance structure.

#### **Ethics and Compliance Office**

The mission of the Ethics and Compliance Office, which was created in 2015, is primarily one of prevention through education and the provision of information relating to ethical principles and compliance. It also has an advisory role for the whole Olympic Movement in order to help achieve better application of the ethical principles and rules. In all cases, this advice remains confidential.

The Ethics and Compliance Office includes the consolidated Compliance, Risk and Internal Control Unit. The unit was established in 2019 to strengthen the Second Line in the IOC’s Three Lines Model, and has allowed the IOC to strengthen its compliance strategy to achieve higher standards of governance.

If the Ethics and Compliance Office suspects a failure to comply with ethical principles and IOC rules, it performs an initial compliance analysis. It may refer serious cases to the Ethics Commission according to the Rules of Procedure, which strengthen transparency and the right to due process of those concerned.

#### **Internal Audit**

Internal Audit is an independent and objective assurance and consulting function designed to add value and improve the operations of the IOC (including Olympic Solidarity) and all its reporting entities, including IOC Television & Marketing



Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA, the Olympic Foundation, the Olympic Foundation for Culture and Heritage and the Spanish subsidiaries, Olympic Broadcasting Services SL and Olympic Channel Services SL.

Guided by the Institute of Internal Auditors' mandatory guidance, including the Definition of Internal Auditing, and the International Standards for the Professional Practice of Internal Auditing, Internal Audit helps the IOC to accomplish its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of the organisation's governance and risk management as well as its internal control processes.

The Chief Internal Auditor is appointed by and reports functionally to the Audit Committee, which regularly reviews the scope of Internal Audit, its audit plans and the results of internal audits.

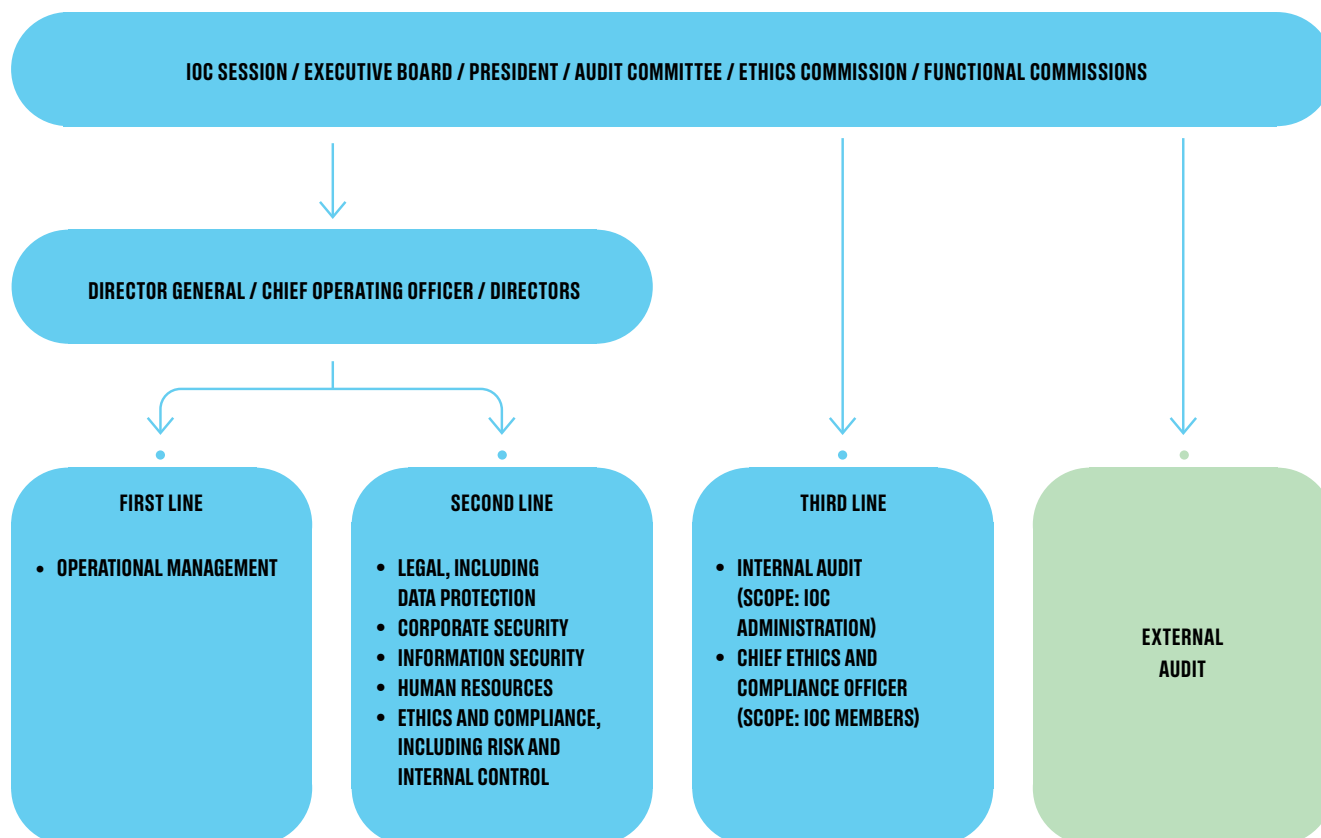
#### External Audit

The external auditor provides an opinion on whether the consolidated financial statements comply with IFRS and applicable laws (that is, Swiss law for the IOC and the entities based in Switzerland, and Spanish law for Olympic Broadcasting Services SL and Olympic Channel Services SL), and whether the separate statutory financial statements comply with such applicable laws. The financial statements of the IOC are prepared according to IFRS, even though the IOC is not legally required to do so.

The external auditor conducts the audit in accordance with the respective applicable laws and auditing standards, as well as the International Standards on Auditing. Those standards require that the audit is planned and performed to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement. An audit includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements.

The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements whether due to fraud or error. In making

## IOC RISK AND ASSURANCE GOVERNANCE MODEL



those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control system.

## IOC administration

According to the delegation of powers set forth in the Olympic Charter, the IOC administration's responsibilities include:

- the preparation, implementation and follow-up of decisions taken by the Session, the Executive Board and the President;
- the preparation and follow-up of the work of all IOC commissions;
- liaising with Olympic Solidarity, and with the International Federations (IFs), National Olympic Committees (NOCs) and Organising Committees for the Olympic Games (OCOGs);
- the coordination of preparation for all Olympic Games;
- the circulation of information within the Olympic Movement;
- the provision of advice to candidates to host the Olympic Games; and
- relations with international governmental and non-governmental organisations.

The IOC administration is under the responsibility of the Director General, who, under the authority of the President, runs it with the assistance of Directors responsible for specific sectors of competence.

At the end of 2021, the IOC had a headcount of 759 employees from 71 nationalities on indefinite and fixed-term contracts, equating to a full-time equivalent employee count of 712. Some 54 per cent were women.

## IOC fiscal status

The IOC redistributes 90 per cent of its revenue. In its role as a public interest organisation, the IOC, as well as the International Olympic Truce Foundation, the Olympic Foundation and the Olympic Foundation for Culture and Heritage, benefit from a full direct tax exemption in Switzerland, pursuant to the Agreement concluded between the IOC and the Swiss Federal Council on 1 November 2000. The Foundation for Universal Olympic Ethics, which was constituted in 2001, is also fully exempted from direct taxes, based on a ruling granted by the Vaud cantonal tax authorities on 5 November 2001.

As service companies of the IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA,

Olympic Broadcasting Services SL, Olympic Channel Services SA and Olympic Channel Services SL are subject to a tax ruling according to which they must recharge their operational costs with a mark-up.

The IOC, IOC Television & Marketing Services SA, Olympic Broadcasting Services SA, Olympic Channel Services SA and the Olympic Foundation for Culture and Heritage are registered as Swiss VAT taxpayers. Certain entities among the "IOC Group" that are registered in Switzerland are subject to other taxes levied at federal, cantonal and/or communal level (for example, entertainment tax, real estate tax and customs duties) and must also observe specific tax compliance requirements.



Olympic Broadcasting Services (OBS) is one of several service companies of the IOC.





The fourth International Forum for Sports Integrity took place on 9 November 2021.

# FIGHTING FOR CLEAN SPORT

By leading the fight against doping and other forms of cheating, the IOC remains committed to strengthening the integrity of sport and protecting clean athletes.

## The fight against doping

The fight against doping remains one of the top priorities for the IOC, which has established a zero-tolerance policy to combat cheating and to hold accountable anyone responsible for using or providing doping products. In total, the Olympic

Movement spends USD 285 million during an Olympiad to fight doping, with USD 145 million coming from the IOC.

To further protect clean athletes, the IOC has also implemented several programmes and initiatives, such as a comprehensive pre-Games testing

programme, a long-term programme to extend the storage of pre-Games samples to 10 years, and the reanalysis of samples from past Games.

In addition, the IOC provided a USD 30 million fund to establish the International Testing Agency (ITA) as an independent body to provide doping control services to IFs and major event organisers. This fund was part of a USD 60 million investment from the IOC to protect clean athletes, as a direct result of Olympic Agenda 2020. The IOC provides continuous support for the ITA and the World Anti-Doping Agency (WADA).

Following the adoption of Olympic Agenda 2020+5, the IOC is now expanding its efforts to protect clean athletes even further, and continues to advocate for all IFs and continental events to delegate their anti-doping programmes in full to the ITA.

**“Competition manipulation has the ability to impact that pureness, that love, that passion and that innocence that the Olympics represent. I think it’s extremely important we protect the Games from any sort of outside influence.”**

Ryan Nelsen (NZL), footballer

### Tokyo 2020 anti-doping programme

The testing and the sanctioning components of the anti-doping system for the Olympic Games Tokyo 2020 were independent from the IOC – handled, respectively, by the ITA and the Court of Arbitration for Sport Anti-Doping Division (CAS ADD).

In total, 6,200 samples were collected both in- and out-of-competition from the opening of the Olympic Village to the Closing Ceremony. These urine and blood samples stemmed from 5,033 doping controls conducted on more than 4,255 athletes – meaning that more than one-third of the participating athletes were subject to at least one doping control.

The ITA subsequently identified six anti-doping rule violations based on results from samples it collected in Tokyo. All concerned athletes were provisionally suspended and their cases passed to the CAS ADD.

The ITA’s Games-time anti-doping operations were preceded by the most extensive pre-Games testing programme ever implemented for an edition of the Olympic Games, with more than 25,000 testing recommendations issued by the ITA Tokyo 2020 Pre-Games Expert Group and a completion rate of over 80 per cent. In its post-Games report, WADA’s Independent Observers confirmed that the anti-doping programme was delivered by the ITA in compliance with the World Anti-Doping Code.

All samples collected in Tokyo, along with all samples collected by the ITA and summer IFs in the context of the pre-Games testing programme, will be kept in ITA’s Centralised Long-Term Storage Facility for up to 10 years, with the storage funded by the IOC. The samples will be selected for reanalysis by the ITA at a later point in time if and when technological or scientific developments allow for more advanced analytical methods.

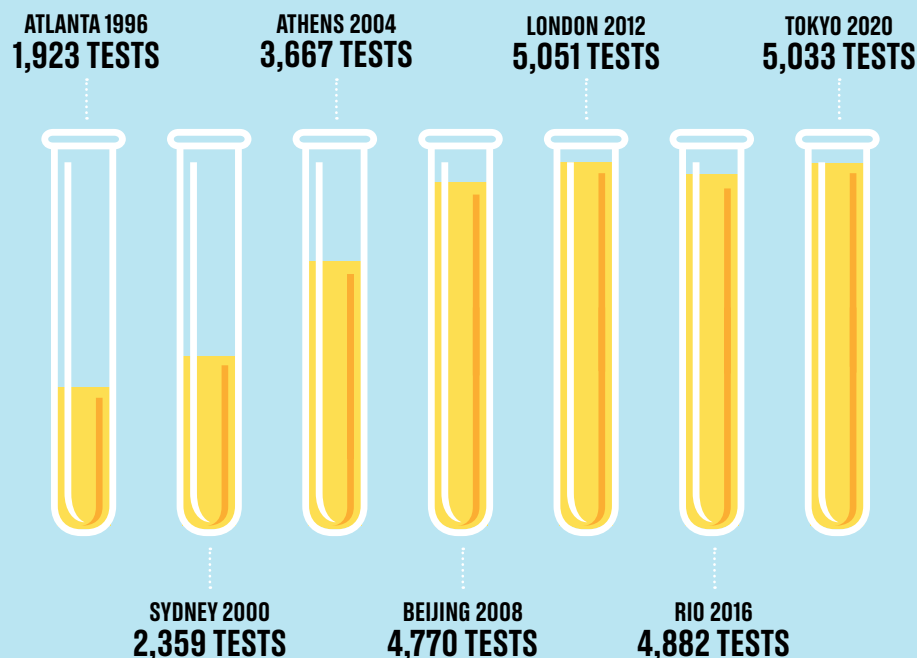
### Beijing 2022 anti-doping programme

Preparations for the Olympic Winter Games Beijing 2022 included the establishment of an ITA Beijing 2022 Pre-Games Expert Group, which performed a systematic risk assessment on potential participating athletes from every sport. The IOC, the ITA and WADA also cooperated to promote education and raise awareness ahead of the Games through the ITA’s NOC Anti-Doping Education Guidebook, freely available to download at the ITA website, and a new interactive education course launched by WADA on its Anti-Doping Education and Learning (ADEL) online platform.

This expert panel made more than 5,400 recommendations for anti-doping tests, making this the most extensive pre-Olympic Winter Games anti-doping programme ever implemented. The recommendations were then shared with the IFs and National

## MORE TESTING THAN EVER

The IOC has considerably increased anti-doping tests during the Olympic Games over the last 25 years – supplemented by more intelligent testing strategies, including increased targeted pre-Games and out-of-competition testing.





Anti-Doping Organisations, and the testing programme began in September 2021.

As at the Olympic Games Tokyo 2020, the Beijing 2022 anti-doping programme would be fully independent, with testing handled by ITA and sanctions handled by CAS ADD.

### Olympic Medal Reallocation

The Olympic Medal Reallocation Process aims to ensure clean athletes receive their deserved experience of a medal ceremony when denied a medal by a competitor later found to have cheated. Once the medal

reallocation has been approved, the athlete may be awarded their medal at a ceremony of their choosing, with the support of the IOC and their NOC.

This process continued in 2021, with the IOC Executive Board reallocating medals, diplomas and medallist pins from the Olympic Games London 2012 and the Olympic Winter Games PyeongChang 2018 based on decisions made by the IOC Disciplinary Commission and the Court of Arbitration for Sport. The decisions followed the previous disqualification of a number of athletes and their events results being adjusted accordingly by the IFs.

### Preventing competition manipulation

The IOC's commitment to fighting all forms of cheating that threaten the integrity and essence of sport was strengthened following the adoption of Olympic Agenda 2020, which led to the creation in 2017 of the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC).

The work of the OM Unit PMC is based on a three-pillar strategy, which covers the fields of legislation and regulations, awareness-raising and capacity-building, and intelligence and investigation. Since its creation, the OM Unit PMC has established model rules, a robust awareness-raising campaign and an intelligence system for the entire Olympic Movement, supporting IFs, NOCs, multi-sports event organisers and other sports organisations in their efforts to protect the integrity of sport.

Recommendation 5 of Olympic Agenda 2020+5 calls on the IOC to “Further strengthen safe sport and the protection of clean athletes”, and the OM Unit PMC's efforts to prevent competition manipulation expanded once again in 2021.

### Working in partnerships

The IOC collaborated in 2021 with INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the Council of Europe on numerous webinars on the prevention of competition manipulation. Designed to support NOCs,

### International Forum for Sports Integrity



The fourth International Forum for Sports Integrity took place on 9 November 2021. The Forum brought together over 500 representatives of the Olympic Movement, governments, intergovernmental agencies, betting entities and other experts to discuss how to improve the prevention of corruption and competition manipulation in sport, particularly through the work of IPACS.

The Forum provided an important platform for exchanges between sport organisations, intergovernmental organisations (such as the UNODC, the OECD, the Council of Europe and INTERPOL) and government representatives. On the sidelines, the IOC and the UNODC signed their new MoU – see page 118.



Olympic Medal Reallocation beneficiaries in 2021 included Erik Kynard, awarded gold for the men's high jump at London 2012.

IFs and NFs, these webinars also addressed law-enforcement agencies, criminal justice authorities, governments and sports betting entities with regards to competition manipulation and related corruption, and reached more than 1,000 representatives from over 120 countries.

November 2021 saw the publication of *Legal Approaches to Tackling the Manipulation of Sports Competitions*, a UNODC–IOC resource guide to support governments in developing legislation in the area of competition manipulation. The guide proposes model criminal provisions that can be used by lawmakers to introduce a specific criminal offence on the topic, and also provides lawmakers, policymakers, prosecutors and other officials with concrete approaches, good practice and guidance on how to help enhance the credibility and transparency of sport. The publication was launched in the same month that the IOC and UNODC extended their memorandum

of understanding (MoU) to further strengthen the cooperation between the two organisations in fighting corruption and crime in sport.

#### **Olympic Games monitoring programme**

Following a wide risk assessment carried out before the Olympic Games Tokyo 2020, the OM Unit PMC initiated 24/7 monitoring during the Games, ensuring the timely detection of any manipulation. The Unit also worked very closely with IFs and NOCs on awareness-raising activities prior to and during the Games. Similar activities were also carried out in the build-up to the Olympic Winter Games Beijing 2022.

#### **Work with NOCs and event organisers**

The dynamic activation of NOCs continued in 2021, including ongoing one-to-one support with NOCs and cooperation with continental NOC associations. These efforts have resulted in the activation of 90 per cent of NOCs. Acknowledging the importance

of multi-sport event organisers, the Unit continued working towards their activation, intensively collaborating with various multi-sport event organisers in order to support the safeguarding of their events against competition manipulation.

#### **Raising awareness**

The Unit continued to enhance its Believe in Sport toolbox with new resources in 2021, making use of Athlete365 to disseminate these tools within the Olympic Movement. The “Make the Right Decision” communication campaign was developed and implemented in view of the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022; and the “Believe in Sport” ambassador programme continued growing following nominations by NOCs and IFs, with athletes joining from various sports and regions to raise awareness about the issue in each sports community.



Ghada Waly, UNODC Executive Director, and IOC President Thomas Bach signed a new MoU in 2021.

**“The UNODC and the IOC will help countries safeguard sport, leveraging its power to strengthen youth resilience against crime and shape more inclusive and just societies.”**

**Ghada Waly,**  
UNODC Executive Director



# INTERNATIONAL PARTNERSHIP AGAINST CORRUPTION IN SPORT

**IPACS continued to expand its activities in 2021 – with greater participation and stronger involvement from across the Olympic Movement and beyond.**

The International Partnership Against Corruption in Sport (IPACS) continued its activities in 2021 under the guidance of its Bureau, with the government of Canada as Chair and the IOC as the Vice-Chair for the two-year period due to end in December 2022. The challenges of the global pandemic didn't halt or slow IPACS' activities – with IPACS' Bureau and its four Task Forces holding regular meetings to ensure the delivery of the initiatives discussed at the IPACS Steering Committee meeting in November 2020.

## Steering Committee meeting

More than 100 participants joined the IPACS Steering Committee's virtual meeting on 8 November 2021, including 38 governments from all continents, 22 sport organisations (including Olympic and non-Olympic IFs and NOCs), and intergovernmental organisations with expertise in the fight against corruption.

The Steering Committee discussed the recent work of IPACS' four Task Forces (see below), along with

- the launch of the advanced edition of the UNODC Global Report on Corruption in Sport (9 December 2021);
- the high-level panel on corruption in sport at the 9th Session of the Conference of the States Parties to the UN Convention Against Corruption (13–17 December 2021);

- the 2022 Organisation for Economic Cooperation and Development (OECD)'s Global Anti-Corruption and Integrity Forum (30 March and 1 April 2022);
- the meetings of Commonwealth ministers and the Council of Europe Committee of Ministers (later in 2022); and
- a roadmap of other IPACS activities in the coming year.

## IPACS Task Forces in 2021

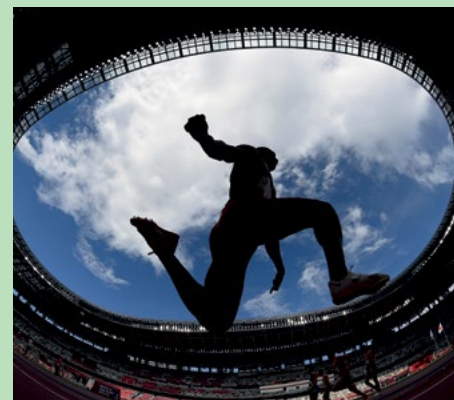
IPACS has four Task Forces, each dedicated to a specific area of activities.

**Task Force 1 (TF1) is dedicated to reducing the risk of corruption in procurement relating to sport events' infrastructure and associated services.**

In 2021, TF1 provided an overview of developments in the IOC–OECD project aimed at developing actionable procurement guidelines for sport events. The project leaders conducted desk research and interviews with key stakeholders (including organising committees) ahead of an international workshop in mid-2022, bringing together event organisers, public institutions, procurement practitioners and infrastructure policy-makers to discuss challenges and identify responses.

**Task Force 2 (TF2) is dedicated to ensuring integrity in the selection of major sport events, with an initial focus on managing conflict of interest.**

In 2021, TF2 published a new toolkit on the reallocation of sport events to benefit national and international sport organisations who have to go through this process. Progress was also made on the



development of recommendations to mitigate the corruption risks in the candidature process for sport events, to be published in 2022.

**Task Force 3 (TF3) is dedicated to optimising the good governance principles to mitigate the risk of corruption.**

In 2021, TF3 developed guidelines to accompany the IPACS Sport Governance Benchmark, published in 2020. TF3 finalised guidelines for Transparency, Integrity and Democracy, three of the Benchmark's five dimensions, and is reviewing the sections on Development and Solidarity, and Checks and Balances/Control Mechanism.

**Task Force 4 (TF4) is dedicated to enhancing effective and efficient cooperation between criminal justice, law enforcement authorities and sport organisations.**

In 2021, TF4 published its first study: *Tackling Bribery in Sport: An Overview of Relevant Standards and Laws*. Its next step will be to identify good practices used in relevant jurisdictions on the application of international anti-bribery standards and legislation that could be applicable to sport organisations.

*For more on IPACS, and to access its toolkits and publications, visit [ipacs.sport](https://ipacs.sport).*

# IOC MEMBERS

**A number of new Members were elected to the IOC in a year that also saw the sad loss of the IOC's Honorary President, Count Jacques Rogge.**

IOC Members are volunteers who act as representatives of the IOC and the Olympic Movement within their home nations, and are not their country's representatives within the IOC. Members meet at the Session to vote on decisions related to the IOC and the Olympic Games, including the election of Olympic hosts, IOC Members, the IOC Executive Board and the IOC President.

IOC Members are selected based on their experience and expertise, and include Olympic athletes as well as presidents or senior leaders of IFs, NOCs and other IOC-Recognised organisations. Members are elected for a renewable period of eight years. The number of IOC Members is limited to 115, with the age limit set at 70 for Members elected after 12 December 1999. For Members elected earlier, the age limit is 80.

## Membership changes in 2021

The 138<sup>th</sup> IOC Session in August 2021 saw a number of changes to the IOC membership.

- Nicole Hovertsz was elected as Vice-President, replacing Anita L. DeFrantz.
- Kristin Kloster Aasen and Emma Terho were elected to the Executive Board, the latter in her role as the new Chair of

the IOC Athletes' Commission (replacing Kirsty Coventry).

- Denis Oswald and Dr Robin E. Mitchell were re-elected as members of the Executive Board.
- Astrid Uhrenholdt Jacobsen was elected as an IOC Member in her capacity as a member of IOC Athletes' Commission. She was appointed to the Commission in June to replace Kikkan Randall, who stepped down for personal reasons.
- Paul Gasol Sáez, Yuki Ota, Federica Pellegrini and Maja Martyna Włoszczowska were elected as IOC Members following their election to the Athletes' Commission in Tokyo, and replaced outgoing Athletes' Commission members Danka Barteková, James Tomkins, Tony Estanguet and Stefan Holm on the IOC Membership.
- Humphrey Kayange was elected as an IOC Member after his appointment to the Athletes' Commission by the President. He was put forward for election to ensure that there is an athlete representative from Africa among the IOC Members.
- Kirsty Coventry, the outgoing Athletes' Commission chair, had her status changed to Independent Individual IOC Member, and so remains an IOC Member.
- Octavian Morariu, Bernard Rajzman, Mikaela Cojuangco Jaworski, Paul K. Tergat and Dagmawit Girmay Berhane were re-elected as IOC Members.
- HRH Crown Prince Frederik of Denmark was elected to become an Honorary Member after standing down as an IOC Member for personal reasons.
- Craig Reedie was elected to become an Honorary Member on 1 January 2022 following the end of his term as an IOC Member due to the age limit.



## Members' indemnity

As part of its efforts to increase transparency and demonstrate good governance in line with recommendation 29 of Olympic Agenda 2020, "Increase transparency", the IOC has agreed to publish the indemnity policy for IOC Members and the IOC President. This policy is in line with the legal status of the IOC as a not-for-profit organisation and the spirit of the Olympic Charter.

Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of the respective functions within the IOC are compensated by fixed amounts. This amount varies in relation to the various functions.

### IOC Members and Honorary Members

- Annual administrative support: USD 7,000
- Daily indemnity for IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated): USD 450

- Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450
- Daily indemnity for the IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated): 2 x USD 450

The respective indemnities can be allocated by the President when he requests a Member for a special mission.

### IOC President











































Like all IOC Members, the President is a volunteer. Therefore the IOC has and is applying the principle that on the one hand the President should not financially benefit from his position, and on the other hand that he should not have to finance activities related to his function from his personal savings.

In line with this principle, and to increase transparency following the recommendations of Olympic Agenda 2020, the IOC Ethics Commission proposed, becoming effective as of 1 January 2015, that:

- The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games.
- According to the obligations and rights attributed to him in the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on a mission for the IOC 365 days a year. In line with past practices and like all the other IOC Members, the IOC President receives an indemnity to partially cover his expenses.
- The President will receive neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member.
- Instead of this, to cover some of the President's personal costs related to the execution of his function, the IOC Ethics Commission is fixing a single annual fixed amount linked to inflation. In 2021, this amounted to EUR 275,000.





















































# IOC MEMBERS IN 2021

On 31 December 2021, there were 102 IOC Members: 60.8% male and 39.2% female, with an average age of 58. On the same date, there were 44 Honorary Members and one Honour Member of the IOC. A list of IOC Members on 31 December 2021 follows below.

NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Richard W. POUND, Q.C., Ad.E.	CAN 	Swimming	1960	
HE Mr Pál SCHMITT	HUN 	Fencing	1968/72/76	
HSH the Princess Nora of LIECHTENSTEIN	LIE 			
HSH the Sovereign Prince ALBERT II	MON 	Bobsleigh	1988/92/94/98/2002	
Ms Anita L. DEFRANTZ	USA 	Rowing	1976	
HRH the Princess ROYAL	GBR 	Equestrian	1976	
Mr Richard L. CARRIÓN	PUR 			
Mr Denis OSWALD*	SUI 	Rowing & ice hockey	1968/72/76	
Mr Thomas BACH*	GER 	Fencing	1976	
Sheikh Ahmad Al-Fahad AL-SABAH <sup>‡</sup>	KUW 			
Sir Craig REEDIE GBE <sup>1</sup>	GBR 	Badminton		
Dr Robin E. MITCHELL*	FIJ 	Athletics & hockey		
Mr Alex GILADY <sup>2</sup>	ISR 			
Mr Shamil TARPISCHEV	RUS 	Tennis		
Mr Valeriy BORZOV	UKR 	Athletics	1972/76	
Mr Patrick Joseph HICKEY <sup>‡</sup>	IRL 	Judo		
Syed Shahid ALI	PAK 	Polo		
Mrs Gunilla LINDBERG	SWE 			
Mr Guy DRUT	FRA 	Athletics	1972/76	
HRH the Grand Duke of LUXEMBOURG	LUX 			
Ms Nawal EL MOUTAWAKEL*	MAR 	Athletics	1984	
Mr Ser Miang NG*	SGP 	Sailing		
Mr Zaiqing YU*	CHN 			
Mr John COATES, AC*	AUS 			
Mr Juan Antonio SAMARANCH	ESP 			
HH Amir Sheikh Tamim Bin Hamad AL-THANI	QAT 	Football & tennis		
Mrs Nicole HOEVERTSZ*	ARU 	Synchronised swimming	1984	
Mr Sergey BUBKA	UKR 	Athletics	1988/92/96/2000	
Professor Uğur ERDENER	TUR 	Basketball		
Ms Lydia NSEKERA	BDI 			
HRH Prince Feisal AL HUSSEIN*	JOR 			
Mrs Marisol CASADO	ESP 			
Dr Gerardo WERTHEIN*	ARG 	Equestrian		
Mrs Lingwei LI	CHN 	Badminton		

\* Executive Board Member <sup>1</sup> Became an Honorary Member on 1 January 2022 <sup>2</sup> Passed away on 13 April 2022



NAME	COUNTRY/NO	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Baron Pierre-Olivier BECKERS-VIEUJANT	BEL 			
Ms Aïcha GARAD ALI	DJI 	Handball		
Ms Kirsty COVENTRY	ZIM 	Swimming	2000/04/08/12/16	
Mr Octavian MORARIU	ROU 	Rugby		
Mr Bernard RAJZMAN	BRA 	Volleyball	1976/80/84	
Mrs Mikaela COJUANGCO JAWORSKI*	PHI 	Equestrian		
Mr Paul K. TERGAT	KEN 	Athletics	1996/2000/04	
Mrs Dagmawit Girmay BERHANE	ETH 			
Mr Poul-Erik HØYER	DEN 	Badminton	1992/96/2000	
Mrs Hayley WICKENHEISER	CAN 	Ice hockey & softball	1998/2000/02/06/10/14	
Mr Mamadou D. NDIAYE	SEN 			
Mr Nenad LALOVIĆ*	SRB 			
Mrs Nita AMBANI	IND 			
Mrs Sari ESSAYAH	FIN 	Athletics	1992/96	
Mr Ivo FERRIANI*	ITA 			
Mr Luis Alberto MORENO	COL 			
Ms Auvita RAPILLA	PNG 	Netball		
Mr Anant SINGH	RSA 			
Ms Tricia SMITH	CAN 	Rowing	1976/84/88	
Mr Karl STOSS	AUT 			
Ms Britta HEIDEMANN	GER 	Fencing	2004/08/12	
Mr Seung Min RYU	KOR 	Table tennis	2000/04/08/12	
Mr Dániel GYURTA	HUN 	Swimming	2004/08/12/16	
Mrs Yelena ISINBAEVA	RUS 	Athletics	2000/04/08/12	
Ms Sarah WALKER	NZL 	Cycling	2008/12	
Ms Baklai TEMENGIL	PLW 	Canoe		
Mrs Kristin KLOSTER AASEN*	NOR 	Equestrian		
Mrs Khunying Patama LEESWADTRAKUL	THA 			
Mr Luis MEJIA OVIEDO	DOM 			
Mr Neven ILIC	CHI 			
Mr Jean-Christophe ROLLAND	FRA 	Rowing	1992/96/2000	
Mr Ingmar DE VOS	BEL 			
Mr Jiří KEJVAL	CZE 	Rowing		
Ms Emma TERHO*	FIN 	Ice hockey	1998/2002/06/10/14	
Mrs Hong ZHANG	CHN 	Speed skating	2014/18	
Ms Samira ASGHARI	AFG 	Basketball		
Ms Daina GUDZINEVIČIŪTĖ	LTU 	Shooting	1996/2000/04/08/12	
Mr Camilo PÉREZ LÓPEZ MOREIRA	PAR	Various		
Mrs Felicite RWEMARIKA	RWA			

\* Executive Board Member

NAME	COUNTRY/NOG	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr William Frederick BLICK	UGA	Various		
HRH Prince Jigyel Ugyen WANGCHUCK	BHU	Basketball		
Mr Andrew PARSONS	BRA	Various		
Mr Morinari WATANABE	JPN	Various		
Mr Giovanni MALAGÒ	ITA			
Ms Odette ASSEMBE ENGOULOU	CMR			
Ms Filomena Maria FORTES	CPV			
Mrs Matlohang MOILOA-RAMOQOPO	LES	Table tennis		
Mr Tidjane THIAM	CIV			
Ms Laura CHINCHILLA	CRC			
Mr Erick THOHIR	INA			
Mr Spyros CAPRALOS	GRE	Water polo	1980/84	
Mr Mustapha BERRAF	ALG	Basketball		
Mr Narinder Dhruv BATRA	IND			
Mr Kee-heung LEE	KOR			
Mr Yasuhiro YAMASHITA	JPN	Judo	1984	
Mr David HAGGERTY	USA	Tennis & skiing		
Mr Gianni INFANTINO	SUI			
Mrs María de la Caridad COLÓN RUENES	CUB	Athletics	1980	
Mrs Kolinda GRABAR-KITAROVIĆ	CRO			
HRH Princess Reema Bandar AL-SAUD	KSA			
Mr Battushig BATBOLD	MGL			
Lord Sebastian COE	GBR	Athletics	1980/84	
Mrs Astrid UHRENHOLDT JACOBSEN	NOR	Cross-country skiing	2010/14/18	
Mr Pau GASOL SÁEZ	ESP	Basketball	2004/08/12/16/20	
Mr Yuki OTA	JPN	Fencing	2004/08/12/16	
Mrs Federica PELLEGRINI	ITA	Swimming	2004/08/12/16	
Ms Maja Martyna WŁOSZCZOWSKA	POL	Cycling	2004/08/16	
Mr Humphrey KAYANGE	KEN	Rugby	2016	













































#### Honour Member

Mr Henry KISSINGER	USA			
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#### Honorary Members

HM King CONSTANTINE	GRE	Sailing	1960	
Mr Niels HOLST-SØRENSEN	DEN	Athletics	1948	
Mr Shagdarjav MAGVAN	MGL			
Mr Mustapha LARFAOUI	ALG			
Ms Manuela DI CENTA	ITA	Cross-country skiing	1984/88/92/94/98	



NAME	COUNTRY/NOC	SPORT/DISCIPLINE	GAMES PARTICIPATION	OLYMPIC MEDALLIST
Mr Kipchoke KEINO	KEN 	Athletics	1964/68/72	
Mr Phillip Walter COLES, AM	AUS 	Canoe	1960/64/68	
Mr Chiharu IGAYA	JPN 	Alpine skiing	1952/56/60	
Professor Arne LJUNGQVIST	SWE 	Athletics	1952	
Mr Antun VRDOLJAK	CRO 			
Intendant General Lassana PALENFO	CIV 			
Mr Francisco J. ELIZALDE	PHI 			
HM King Willem-Alexander of the NETHERLANDS	NED 			
Mr Carlos Arthur NUZMAN*	BRA 	Volleyball	1964	
Mr Richard Kevan GOSPER, AO	AUS 	Athletics	1956/60	
Mr Jean-Claude KILLY	FRA 	Alpine skiing	1964/68	
Raja Randhir SINGH	IND 	Shooting	1968/72/76/80/84	
HRH Prince Nawaf Bin Faisal Bin Fahad Bin ABDULAZIZ AL SAUD	KSA 			
Mr Melitón SÁNCHEZ RIVAS	PAN 			
Mr James L. EASTON	USA 			
Mr Patrick S. CHAMUNDA	ZAM 			
Dr Julio César MAGLIONE	URU 	Swimming		
Mr Lambis V. NIKOLAOU	GRE 			
Mr Vitaly SMIRNOV	RUS 	Water polo		
Mr Olegario VÁZQUEZ RAÑA	MEX 	Shooting	1964/68/72/76	
Mr Toni KHOURY	LBN 			
Mr Ottavio CINQUANTA	ITA 			
Mr Alexander POPOV	RUS 	Swimming	1992/96/2000/04	
General Mounir SABET	EGY 	Shooting		
Mr Timothy Tsun Ting FOK	HKG 			
Mr Issa HAYATOU	CMR 	Athletics & basketball		
Mr Gerhard HEIBERG	NOR 			
HRH Prince Tunku IMRAN	MAS 	Squash		
Mr Mario PESCANTE	ITA 	Athletics		
Mr Sam RAMSAMY	RSA 	Athletics		
Mr Ung CHANG	PRK 	Basketball		
Mr Franco CARRARO	ITA 	Water skiing		
Mr Iván DIBÓS	PER 	Rowing		
Mr Willi KALTSCHMITT LUJÁN	GUA 	Baseball		
Sir Austin L. SEALY, KT.	BAR 			
Mr Samih MOUDALLAL	SYR 	Weightlifting		
Mr Habu GUMEL	NGR 			
Mrs Beatrice ALLEN	GAM 			
HRH Crown Prince Frederik of DENMARK	DEN 			

SECTION 07

# RESILIENCE







**“The ongoing health crisis will have severe financial and economic consequences. Debts being incurred today to finance recovery programmes will need to be paid back tomorrow. This may lead to even wider economic gaps within societies as well as between countries and to different priority-setting by governments as well as by the business community. Our opportunity is to emphasise our contribution to the recovery from the crisis.”**

Olympic Agenda 2020+5

**E**conomic and financial resilience are crucial to the long-term health of the Olympic Movement. Through long-term planning and strategic thinking, the IOC has built solid foundations for its own future and for the future of the Olympic Movement – and Olympic Agenda 2020+5 further embeds such thinking within the organisation’s plans.

Recommendation 15 calls for the IOC to “Innovate revenue generation models to ensure the long-term viability of the Olympic Movement” – from commercial partnerships to broadcast. Recommendation 8 also connects with the need for economic and financial resilience through its call to “Grow digital engagement with people” – not just during the Games but between each edition.

This section surveys the IOC’s work to ensure the organisation and the Olympic Movement is as resilient as possible, with specific reference to the ongoing success and expansion of The Olympic Partner (TOP) programme and the IOC’s global broadcasting rights programmes.

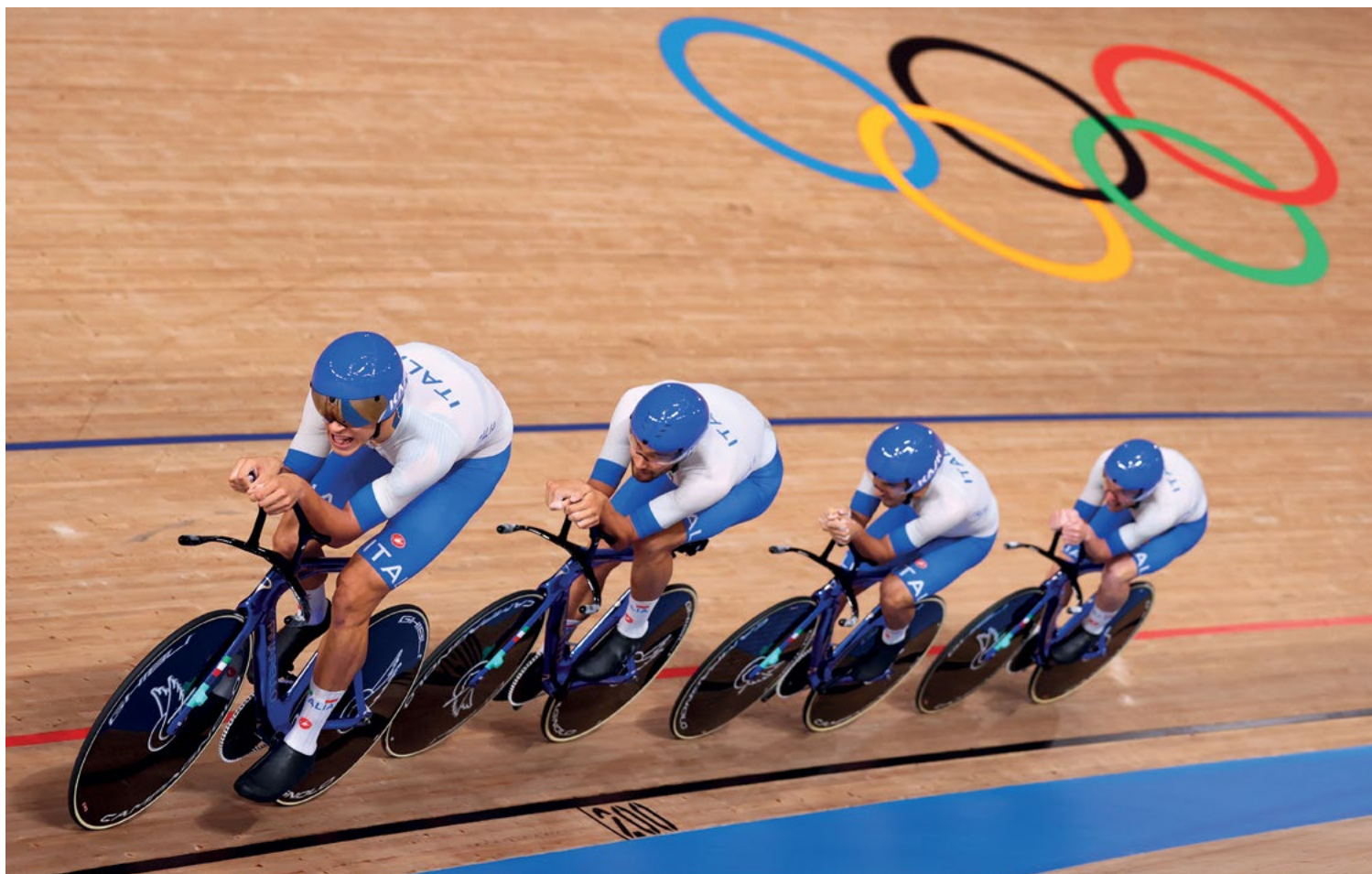
# THE RESILIENCE OF THE OLYMPIC MOVEMENT

As the world adapts to the economic consequences of the COVID-19 crisis, the IOC is innovating its revenue generation models to ensure the long-term viability and financial stability of the Olympic Movement.

The IOC is an entirely privately funded organisation that relies on contributions from partners to stage the Olympic Games and support the Olympic Movement.

The reforms made since the adoption of Olympic Agenda 2020 have deepened the confidence and trust placed in the IOC by these commercial partners, resulting in the financial stability of the Olympic Movement.

Indeed, in the cycle ending in 2020/2021, revenues from the TOP Programme more than doubled compared to the previous cycle. In terms of broadcast rights, the Olympic Movement has benefitted from a more than four-fold increase in the value of these agreements since the centralisation of Olympic broadcasting negotiations in 1996.



Partnerships, alliances and teamwork are key to the continued resilience and success of the Olympic Movement.



The support of these commercial partners means that the IOC can distribute 90 per cent of its revenues to support athletes and the development of sport around the world. This means that every day, the IOC provides the equivalent of more than USD 4.2 million to help athletes and sports organisations around the world.

But the evolving nature of the media and commercial landscape means that the IOC must take measures to develop and grow its commercial programmes to maintain their relevance. Olympic Agenda 2020+5 therefore calls on the IOC to innovate its revenue generation models to ensure the long-term viability and financial stability of the Olympic Movement.

In 2021, the IOC announced several key developments as part of its strategy to evolve and develop income streams for the Olympic Movement:

### Games Hospitality Programme

The IOC announced in June that it will work with the International Paralympic Committee (IPC) and the Organising Committees of Paris 2024, Milano Cortina 2026 and LA28 to introduce a new global hospitality model, which will give fans and stakeholders

access to unique ticket-inclusive travel and hospitality experiences through one official exclusive hospitality provider.

The Organising Committees, the National Olympic Committees (NOCs) and their Olympic teams will be the primary beneficiaries of the revenue generated through this new centralised approach, which will support the staging of the Olympic and Paralympic Games, Olympic teams and their athletes.

On Location, a leader in the experiential hospitality business, has been appointed as the exclusive service provider for the Paris 2024, Milano Cortina 2026 and LA28 hospitality programmes following a multi-stage selection process.

### Marketing alliance

A new marketing alliance with the IPC began on 1 January 2021, with all members of the TOP Programme also becoming partners of the Paralympic Movement. The alliance stems from the historic long-term partnership that was agreed between the IOC and IPC in 2018, enhancing the cooperation between the Olympic and Paralympic Movements while maximising the benefits for TOP Partners.



### AISTS highlights IOC's positive impact

A 2021 report into the impact of the IOC and other international sports organisations on the Swiss economy shows that the value they created in 2014–2019 corresponds to an increased growth in their economic impact of 57 per cent over the previous five-year period.

The International Academy for Sports Science and Technology (AISTS) study details the positive impact of the IOC and other sports organisations on the local and national economy.





Toyota introduced a diverse range of innovative mobility solutions at Tokyo 2020, contributing to smooth Games-time operations.

# OLYMPIC MOVEMENT PARTNERS

The evolution of the TOP Programme has led to greater collaboration and more innovation from partners – as evidenced by activations for the Olympic Games Tokyo 2020.

Support from the business community is crucial to the staging of the Games and the operations of every organisation within the Olympic Movement, including funding, technical services and products.

The Olympic Partner (TOP) programme is the highest level of Olympic sponsorship, granting category-exclusive marketing rights to the Summer, Winter and Youth Olympic Games to a select group of global partners. Created in 1985, the programme now attracts some of the best-known multinational companies in the world. Their support provides the foundations for the staging of the Olympic Games, helping athletes from over 200 nations participate on the world's biggest sporting stage.



The strategic vision of the TOP Programme for the 2021–2024 period is “Innovation Through Collaboration”. This vision is epitomised by greater cooperation between the IOC and the TOP Partners in key focus areas such as technology, digital and sustainability. Its impact could be seen in partner activations throughout the Olympic Games Tokyo 2020, hailed as the most innovative Olympic Games ever.

## TOP Partners at the Olympic Games Tokyo 2020

The TOP Partners played an integral role in the success of Tokyo 2020: providing products, services and expertise, and launching global marketing campaigns to engage fans, promote the Olympic values and increase support.



- Worked with more than 200 Olympic and Paralympic athletes to host Online Experiences, giving fans the chance to meet competing and retired athletes spanning more than 50 sports and 30 countries.
- Launched two programmes offering travel grants to support athletes' careers: Airbnb500, a USD 500 travel grant that all competing athletes can use at their discretion for relaxing and recuperating, exploring a new destination, or training; and the Airbnb Athlete Travel Grant, providing extra financial support to 500 athletes each year.
- Assisted more than 8,000 athletes with Airbnb athlete support programmes.



- Supported broadcast operations with its cloud technologies – including the launch of OBS Cloud, which offered greater flexibility and remote production.
- Provided an innovative press conference service for journalists worldwide that

eliminated the need for them to be physically present while allowing them to ask questions in real time.

- Released a new cloud-based solution to reduce the risk of Tokyo 2020 on-site staff getting heatstroke.



- Launched initiatives to connect with athletes and fans across the world – including the #SparkConfidence

campaign and the Support Dog Squad, which provided emotional support dogs to help Tokyo 2020 hopefuls.



- Provided critical digital solutions to support the planning and operations of Tokyo 2020.
- Delivered and fully managed all critical IT services remotely to enhance delivery consistency and effectiveness.



Atos celebrated 20 years as the IOC's Worldwide IT Partner at Tokyo 2020.



Two-time Olympic champion Scottie Pippen was among the athletes hosting in-person and Online Experiences with Airbnb.



- Contributed a wide range of solutions, services and expertise to help support a safe and smooth Games-time experience for everyone involved, including high-performing tyres to fit more than 3,000 official vehicles.



- Supported Tokyo 2020's sustainability concept in the areas of resources, inclusion and communities, including bottle-to-bottle recycling at competition venues, supporting Pride House Tokyo and celebrating diversity through the "I Belong Here" campaign.
- Celebrated diversity and inclusion with the Coca-Cola Placard Bearer programme, which invited more than 100 Japanese people to carry placards naming each nation during the Opening Ceremonies of the Olympic and Paralympic Games following a week of workshops on diversity and inclusion.



- Provided its materials science expertise to help power infrastructure technologies and deliver a sustainable legacy.



- Supplied a range of medical diagnostic equipment for the Olympic Village Polyclinic and the Games venues.
- Helped enable power connectivity across the Olympic venues through GE Renewable Energy's Grid Solutions.



- Provided one of the most spectacular moments of the Opening Ceremony with a stunning drone show made of over 1,800 drones.
- Brought in ground-breaking technologies for use throughout the Games and across many Olympic stakeholders, covering 5G platforms, AI solutions, immersive media features and IT infrastructure to support new ways of experiencing the Games.



- Served as Official Timekeeper for its 29<sup>th</sup> Games, with 530 timekeepers and on-site professionals as well as 900 trained volunteers.
- Provided 400 tonnes of timekeeping and results equipment, including photo-finish cameras and scoreboards, starting blocks and touchpads, and unveiled new motion sensor and positioning systems.
- Launched the Blended Traditions hero film, a split-screen celebration of split-second precision and enduring Japanese customs honouring the spirit of Olympic competition and how it blends with the host nation's cultural traditions.

## Panasonic

- Contributed its cutting-edge AV equipment, including revolutionary projection mapping technology to illuminate competition venues with mesmerising light shows – including the 100m finals.
- Provided more than 60 50,000-lumen 4K projectors and more than 40 RAMSA professional speakers to add excitement to the Opening and Closing Ceremonies, and over 8,000 security cameras with 2,500 sensors to contribute to secure and safe Games.



OMEGA served as Official Timekeeper of the Olympic Games for the 29th time since 1932 at Tokyo 2020.



Coca-Cola has supported every Olympic Games since 1928.





- Launched two new inspirational films as part of its global Tokyo 2020 campaign: Love Leads to Good and Your Goodness is Your Greatness.
- Co-created the *Good Is Gold* film series with the IOC, telling the moving real-life stories of four athletes as they take action against bias and inequality.
- Encouraged more positive change through the launch of the Athletes for Good Fund in partnership with the IOC and IPC, supporting charities nominated by 52 Olympic and Paralympic hopefuls with particular emphasis on the areas of equality and inclusion, sustainability and community impact.

- Provided Olympic and Paralympic athletes with exclusive Galaxy S21 5G Tokyo 2020 Athlete Phones.
- Created a series of virtual experiences that allowed fans to connect with the Games in more ways than ever before.

## TOYOTA

- Introduced a diverse range of innovative mobility solutions, supporting the safe and efficient transport of athletes and officials and contributing to smooth Games-time operations.

- Incorporated 5,000 contactless-enabled payment terminals at 42 official event venues throughout Japan.
- Collaborated with the IOC and the IPC to launch The Visa Award, giving fans the opportunity to vote for their most inspiring moments from the Games.



## Global licensing programme continues to expand

In August 2021, the IOC announced the launch of The Olympic Shop, which gives fans access to Olympic-branded merchandise from past, present and future Olympic and Paralympic Games on a unified online store. Fans will be able to purchase official Olympic and Paralympic Games merchandise produced by licensees and suppliers appointed by the IOC and the Organising Committees of upcoming Games.

The Olympic Shop complements the Olympic store on Tmall, developed in collaboration with TOP Partner Alibaba, which remains the official platform for Chinese fans to purchase official Olympic and Paralympic products.

The year also saw the launch of several additional collections:

- A line of clothing and accessories by Lacoste that celebrated the Olympic Games Tokyo 1964 was released in May as part of the Olympic Heritage Collection. The collection included a polo shirt, a T-shirt, a hooded jacket, a sweatshirt and a cap inspired by the iconic Tokyo 1964 emblem.
- The IOC and nWay, a subsidiary of Animoca Brands, launched the first ever non-fungible token (NFT) Olympic pins in June, offering digital versions of collectible and tradeable Olympic pins – including digital pins celebrating the art and design of past Games as well as Tokyo 2020-related pins. The release aligned with Olympic Agenda 2020+5, and with the IOC's strategy to embrace new digital technologies to promote the Olympic values and grow direct relations with fans.
- The IOC and SEGA of America announced the worldwide release of Olympic Games Tokyo 2020 – The Official Video Game™ in June. Available on consoles and PC platforms, the game supported efforts to engage new and existing fans – and particularly young people – with the Olympic Games.
- The IOC and Grays International launched the Official Tokyo 2020 replica rugby ball, field hockey sticks and accessories to engage with rugby fans and hockey fans around the world.

# OLYMPIC BROADCASTING

Tokyo 2020 proved to be a watershed moment for Olympic broadcasting, reaching more than three billion viewers and becoming the most watched Olympic Games ever on digital platforms.



TV cameras brought record numbers of viewers around the world close to the action at the Olympic Games Tokyo 2020.

Olympic broadcast rights agreements have been the principal driver of the funding of the Olympic Movement and the Olympic Games for more than three decades, with the IOC responsible for granting these rights to television, radio, mobile and internet coverage to media companies worldwide.

In negotiating these rights agreements, the IOC's primary aim is to ensure the Games are available to the highest

number of people and have the widest global audience possible, with Rights Holding Broadcasters (RHBs) greatly contributing to the global popularity of the Olympic Games and the worldwide promotion of the Olympic values.

Broadcast coverage of the Olympic Games Tokyo 2020 in 2021 again provided people around the world with the opportunity to experience the magic of the Olympic Games.

## Record-breaking coverage of Tokyo 2020

The Olympic Games Tokyo 2020 proved to be a watershed moment in the history of Olympic broadcasting.

More content was made available to more fans throughout the world on more screens than ever before, with record amounts of coverage on TV, digital streaming, websites, apps and social media. The amount of TV coverage increased 33 per cent and digital output rose 34 per cent compared with Rio 2016 – leading to the Games reaching a global audience of 3.05 billion unique viewers across linear TV and digital platforms.

Tokyo 2020 was the most watched Olympic Games ever on digital platforms, generating 28 billion digital video views in total – a 139 per cent increase compared with Rio 2016, underlining Tokyo 2020's designation as “the first streaming Games” and helping to make Tokyo 2020 the most engaged Olympic Games ever.

## Tokyo 2020 broadcast innovations

With spectators unable to attend in person, broadcast coverage was the only way for fans around the world to experience the emotion and excitement of Tokyo 2020.

Their enjoyment was further enhanced by a raft of cutting-edge innovations presented by Olympic Broadcasting Services (OBS), which was responsible for producing all broadcast coverage and providing the international television and radio signals to RHBs around the world.



# TOKYO 2020: RECORD-BREAKING COVERAGE

**3.05**  
**BILLION**  
viewers



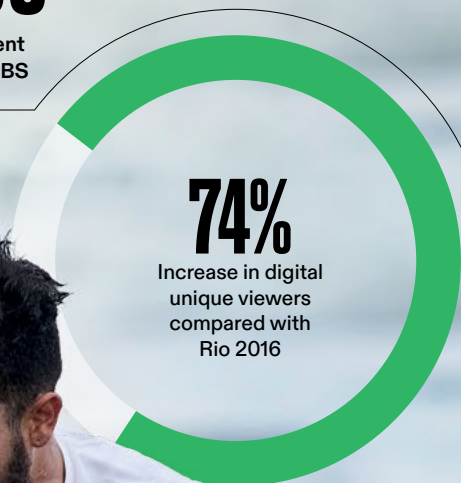
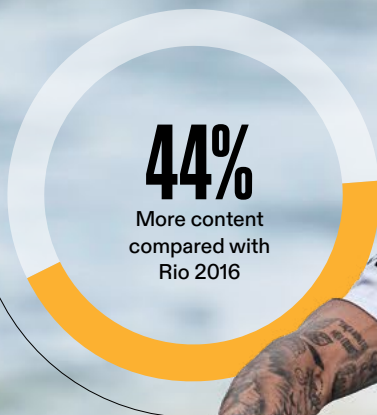
**28BN**  
Digital  
video views



**23BN**  
Hours consumed  
via TV and digital

**10,200**  
Hours of content  
produced by OBS

**3,300**  
Hours of UHD/  
HDR coverage



**139%**  
increase  
in digital  
video views  
compared  
with Rio 2016





### New Caribbean and Chile deals

The IOC extended its exclusive broadcast rights agreement in the Caribbean with International Media Content Ltd (IMC), parent company of SportsMax and a subsidiary of Digicel Group, for the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024. The agreement was reached on 21 June 2021, and covers broadcast rights on all media platforms in 22 territories.

The IOC also signed a deal in 2021 with TVN in Chile, which acquired exclusive free-to-air rights for the Olympic Games during the 2020–2022 period.

## TOKYO 2020 WORLDWIDE

### 115.8 MILLION

Japanese viewers watched Tokyo 2020 coverage on TV – over 91% of the population



JAPAN

### 150 MILLION

Americans watched NBC's Games coverage



USA



OBS' boundary-pushing efforts included:

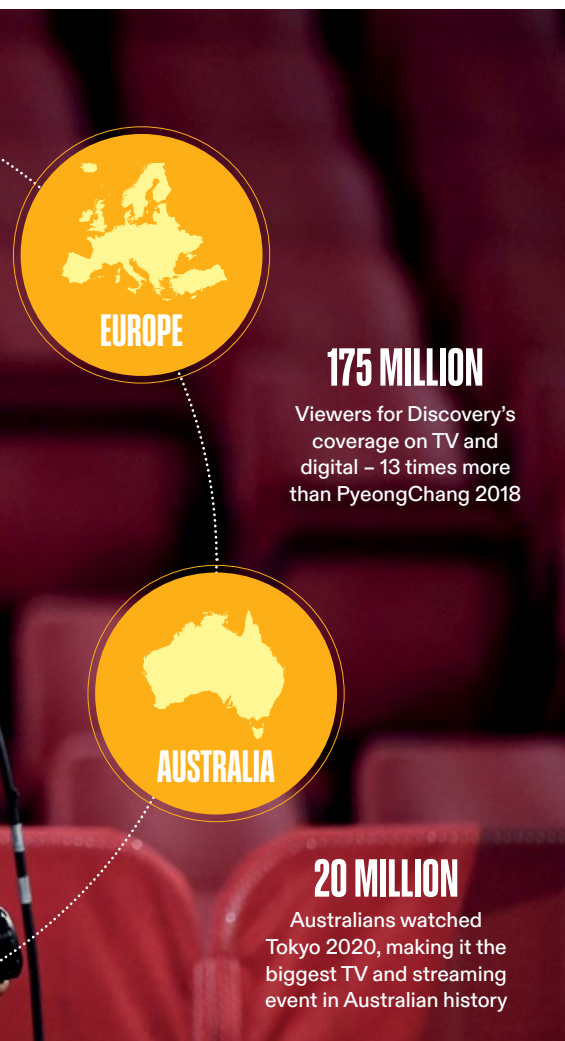
- **More content** OBS created 44 per cent more content than for Rio 2016, including over 3,800 hours of live coverage.
- **UHD coverage** OBS produced coverage of all sports natively in Ultra High Definition (UHD) High Dynamic Range (HDR) for the first time – four times more detail than standard HD for a more immersive viewing experience.
- **New innovations** OBS introduced never-seen-before camera angles, 360-degree replays, multi-camera live Virtual Reality (VR) coverage and biometric data.

- **Athlete tracking** OBS presented 3D Athlete Tracking (3DAT) technology, developed by Worldwide Olympic Partners Intel and Alibaba. This new technology offered a first-of-its-kind broadcast enhancement, with near real-time insights and overlay visualisations.
- **OBS Cloud** OBS launched an innovative broadcasting platform developed by Alibaba that allowed RHBs to carry out a significant part of their role remotely and made broadcast operations far more agile, flexible and efficient.

**“There is nothing more powerful in media than the 17 straight days of Olympics dominance. Once again, we have seen the unparalleled power these Games have on media and our culture.”**

Pete Bevacqua, Chairman, NBC Sports





RHBs also had to adapt their plans for Tokyo 2020 and find new ways of working. OBS collaborated closely with the RHBs to determine the safest and most efficient way of allowing them to achieve their goals.

As a result of the flexible remote production options offered by OBS, RHBs were able to reduce their on-site presence in the host city, while OBS also achieved a significant reduction in the broadcast footprint compared with Rio 2016:

- **39%** reduction of RHBs on-site
- **25%** reduction in the broadcast footprint at the IBC and venues

## Chinese broadcast rights awarded

In September 2021, the IOC awarded the China Media Group (CMG) the exclusive broadcast rights in the Chinese mainland and Macau (SAR) for the Olympic Winter Games Milano Cortina 2026, the Olympic Games LA28, the Olympic Winter Games 2030 and the Olympic Games Brisbane 2032.

CMG already had an agreement to broadcast the Olympic Winter Games Beijing 2022 and the Olympic Games Paris 2024. Previously known as CCTV, the group has broadcast

the Olympic Games through its agreement with the Asia Broadcast Union since the 1980s, and first acquired rights directly from the IOC for the Olympic Games Beijing 2008.

“CMG and the IOC enjoy long-term friendly cooperation,” said CMG president Shen Haixiong. “The renewal of the Olympic Games broadcast rights in China will not only extend the partnership between the two sides, but also create a solid basis for widespread, continuous promotion of the Olympic Movement in China.”



SECTION 08

# OLYMPIC AGENDA 2020+5

First published  
in March 2021







# THE OLYMPIC MOVEMENT: TURNING CHALLENGES INTO OPPORTUNITIES

As we launch Olympic Agenda 2020+5, the slogan “change or be changed” that inspired Olympic Agenda 2020 remains more compelling than ever.



Solidarity rests at the heart of everything the Olympic Movement stands for.

Recent times have seen the emergence of some near-universal trends, many of them accelerated by the COVID-19 health pandemic. The world will never be again like it was before the crisis. As challenging as the circumstances may appear right now, if we draw the right lessons, we can seize the opportunities they offer. In this way we contribute to shaping the post-coronavirus world by strengthening the Olympic values. These trends are:

**Solidarity** – Today, unity and peace are at risk because of increasing social, political and economic polarisation. The number of refugees and displaced persons is growing. Respect, inclusion and equality are eroding. Global solidarity is being challenged at a time when it is most needed. Yet, solidarity rests at the heart of everything the Olympic Movement stands for. This is the opportunity for us to contribute to a more inclusive society and to peace.

**Digitalisation** – COVID-19 has accelerated the digitalisation of society. The physical and digital worlds are progressively merging. This gives us the opportunity to further embrace digital technology as a powerful tool to address people more directly and promote the Olympic values, while keeping in mind that currently about half of the world’s population remains digitally underserved.

**Sustainable development** – Competition for limited resources is increasingly leading to conflict, climate action is at a tipping point, and the interdependency between healthy people and a healthy planet is unmistakable. Amidst this evidence, sport has been recognised as an important enabler of sustainable development. We have the opportunity to make a real difference through our contribution to the United Nations’ Sustainable Development Goals.

**Credibility** – Trust in traditional institutions is declining and younger generations are demanding more purpose from organisations and business. Our ability to make a difference will rest with the credibility of our institutions and competitions, by further strengthening integrity, transparency, and good governance across the entire Olympic Movement.

**Economic and financial resilience** – The ongoing health crisis will have severe financial and economic consequences. Debts being incurred today to finance recovery programmes will need to be paid back tomorrow. This may lead to even wider economic gaps within societies as well as between countries and to different priority-setting by governments as well as by the business community. Our opportunity is to emphasise our contribution to the recovery from the crisis.





The number of refugees and displaced persons is growing. This is the opportunity for us to contribute to a more inclusive society and to peace.

As a values-based organisation and encouraged by the achievements of Olympic Agenda 2020, we in the Olympic Movement are in a unique position to seize upon these trends and turn them into opportunities, thereby fulfilling our vision to build a better world through sport.

We, therefore, put forward 15 recommendations for 2025 as Olympic Agenda 2020+5. This is a collaborative initiative involving all constituents and stakeholders of the Olympic Movement. Its intention is to secure greater solidarity, further digitalisation, increased sustainability, strengthened credibility and a reinforced focus on the role of sport in society.



We in the Olympic Movement are in a unique position to fulfil our vision to build a better world through sport.



The uniqueness of the Olympic Games starts with the athletes, who inspire audiences around the world.

### *Recommendation 1*

## **Strengthen the uniqueness and the universality of the Olympic Games**

### **Preserve and promote the universality of the Olympic Games**

- Preserve the principle of universality through guaranteed continental representation within the Olympic qualification systems
- Continue to strengthen the Olympic scholarships for athletes' programme, in particular for those National Olympic Committees (NOCs) in the greatest need
- Ensure that the Olympic Village(s) remain(s) central to the athlete's Olympic experience while aligning plans to the long-term local needs of the Host



**Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality and participation of the best athletes**

- Identify innovations in sport to reflect, as appropriate, in the programme and delivery of the Olympic Games
- Maintain full athlete gender equality for the Games of the Olympiad and reach gender equality for the Olympic Winter Games Milano Cortina 2026
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective International Federations (IFs)
- Continue to facilitate participation of the best athletes in each sport

**Make the Olympic Games experience more inclusive by engaging with the largest possible audience before and during the Olympic Games**

- Study, where relevant, the possibility of bringing the Olympic Games to the people by, for example, taking some sports events or some parts of the ceremonies out of the stadiums and bringing them to urban and popular settings
- Offer opportunities for people to get active through programmes such as initiation to Olympic sports or participation in events connected to the Olympic Games, both before and during the Olympic Games
- Develop “phygital” experiences with both physical and digital components, such as for example an online platform during the Olympic Games for fans and stakeholders to access exclusive experiences, regardless of their location (e.g. chat with athletes, behind the scenes tour, etc.)
- Collaborate with key players in the worlds of sport, entertainment, music and art to enhance all components of the Olympic Games experience (e.g. live sites, open warm-up, virtual sport, etc.)

**Broadcast the Olympic Games using innovation and athlete-centric storytelling to highlight the relevance of the Olympic values**

- Further develop the use of innovation and emerging technologies such as augmented and virtual reality, cloud services, 5G, artificial intelligence and data analytics to deliver high-end Olympic Games broadcasts with athletes at their heart
- Expand the role of traditional and digital media platforms to carry powerful, athlete-centric stories highlighting the Olympic values

- Introduce innovative ways to facilitate direct and interactive relationships of fans around the world with Olympic Games events
- Promote solidarity, diversity, inclusion and gender equality in broadcast operations on and off the field of play



No other event has such a global and unifying purpose. Our values make the Olympic Games unique.

## Background to Recommendation 1

In times of global fragmentation, fear and uncertainty, sport stands out as a means to promote peace and inclusion. The unique role of the Olympic and Paralympic Games in this respect has been recognised by the UN General Assembly, which recently adopted by consensus a resolution reaffirming the role of sport as a global accelerator of peace and sustainable development.

The Olympic values of excellence, respect and friendship all help making the world a more solidary place. No other event has such a global and unifying purpose; our values matter and make the Olympic Games unique and more relevant than ever. This uniqueness must be constantly fostered, revisited and redesigned for our event to remain relevant across all generations.

To stand the test of time and attract an audience with increasing demands on

its attention, what makes the Olympic Games unique must be even more engaging and within reach of everyone. It starts with the athletes, who inspire audiences around the world by sharing their individual journeys to the Olympic Games, culminating in a performance on the biggest stage. The representation of athletes from the 206 NOCs, all coming together in the Olympic Village, must continue to ensure that all regions of the world are represented and carry the global message of the Olympic Games.



The Olympic values of excellence, respect and friendship all help making the world a more solidary place.



New trends in the way sport is performed and consumed must be reflected in and around the Olympic Games.

New trends in the way sport is performed and consumed must be reflected in and around the Olympic Games to ensure the experience remains breathtaking and captivating for younger audiences. These need to be aligned with current priorities and showcase innovations and new technologies, while maintaining a level playing field for all. This recommendation therefore seeks to reflect and influence the changing landscape of sport by continuing to focus on a youth audience while driving gender equality in sport and reflecting the universality of the Olympic Games and Olympic Movement. It is also vital that the Olympic Games continue to attract the world's best athletes in their respective sports and events and adapt to changing technologies, by considering, for example, the possibility of including physical virtual sports in future Olympic Games programmes (cf. Recommendation 9).

More than ever, the Olympic Games should be accessible to all and connect people. Whether on-site or online, value-adding innovative solutions must be sought to increase the number of touchpoints with people to share the unique Olympic Games experience regardless of age, gender and location (cf. Recommendation 8).

With new emerging technologies and innovations, the broadcast landscape is in constant evolution. This provides new opportunities to highlight the Olympic values around the world and experience the Olympic Games like never before. These (r)evolutions must be seized upon to bring the entire world closer to the athletes and the powerful messages they carry.



## *Recommendation 2*

# Foster sustainable Olympic Games

### Mainstream sustainability in all aspects of the Olympic Games

- Achieve climate positive Olympic Games at the latest by 2030
- Develop strategies to address the impact of Climate Change on future Olympic Games
- Support Organising Committees of the Olympic Games (OCOGs) and their partners in developing monitoring oversight of Olympic Games supply chains and construction workers' rights as part of their human rights approach
- Require that no permanent Olympic construction occurs in statutory nature and cultural protected areas



The Olympic Games have a duty to remain at the forefront of sustainability.

### Foster the delivery of lasting benefits to the Host communities prior to and after the Olympic Games

- Ensure that key legacies are achieved before the Olympic Games and that legacy plans, a governance structure and long-term funding are in place early in the lifecycle
- Improve monitoring and measurement of the impact and legacy of the Olympic Games including their contribution to the UN Sustainable Development Goals
- Continue interacting with legacy decision makers (including NOCs and legacy entity(ies)) after the Olympic Games
- Encourage legacy entities to continue key social, sport, education and cultural programmes after the Olympic Games
- Facilitate the exchange of information among legacy entities of different editions of the Olympic Games
- Encourage IFs and National Federations (NFs) to use facilities of Olympic Hosts
- Communicate, promote and celebrate the legacy of all editions of the Olympic Games: “Once an Olympic City always an Olympic City”

### Optimise the delivery of the Olympic Games in partnership with Olympic Movement constituents

- Refine allocation of responsibilities between stakeholders (e.g. OCOGs, IFs, NOCs, The Olympic Partners (TOPs), Rights-Holding Broadcasters (RHBs), International Paralympic Committee (IPC), IOC) to increase efficiency across all aspects of Olympic Games delivery according to local context and circumstances
- Identify cost savings opportunities:
  - Engage with OCOGs to replicate, where relevant and possible, the simplifications implemented for the Olympic Games Tokyo 2020 following the postponement to 2021



The Olympic Games – and sport in general – can play a powerful role in defining how we recover from the COVID-19 crisis.

- Deliver additional turnkey solutions that could be provided to OCOGs to simplify delivery complexity (e.g. e-Ticketing Service Provider, Hospitality Model, Service Model, Games-time Web & App, Olympic News Services) and explore further opportunities
- Evolve the event-based programme with a key focus on simplifying the venue master plan and reducing cost and complexity in each sport
- Right-size service levels and avoid any over-scoping through efficient data capture and sharing programmes
- Work with stakeholders to streamline numbers of on-site participants and actively promote opportunities to perform Olympic Games-related tasks remotely
- Identify revenue opportunities for OCOGs and Interested Parties/Preferred Hosts:
  - Actively engage with all parties to review existing revenue sources and explore new income possibilities
  - Enhance the Olympic Games hospitality experience whilst increasing associated revenues for the OCOGs and the Olympic Movement





From 2030 onwards, the Olympic Games will be climate positive.

## Background to Recommendation 2

Sustainability was one of the three pillars of Olympic Agenda 2020. It was embedded across a number of recommendations, including those pertaining to candidatures. The key messages were heard, and the result has been significant changes in shaping future editions of the Olympic Games. The Olympic Games of Paris 2024, Milano Cortina 2026 and Los Angeles 2028 are the first to truly embrace and reflect this new strategic direction:

- 1 No new venues are needed, and the use of temporary venues is encouraged;
- 2 Sport can take place outside of the Host city, where appropriate; and
- 3 From the candidature onwards, the Olympic Games are based first and foremost on long-term sustainability, including from an economic standpoint.

Although these represent great advancements, the Olympic Games have a duty to remain at the forefront of sustainability by maximising positive social,

environmental and economic impacts for the Host communities. On this last point, the economics of the Olympic Games are and will remain a point of focus, including in public consultations. The spirit promoted in “Olympic Agenda 2020 – The New Norm” remains more relevant than ever. Some 118 measures were put forward to reduce the Olympic Games’ overall footprint, optimise operations and increase the value proposition of hosting the Olympic Games. Based on this initial work, innovative solutions must be continuously explored to reduce costs and optimise revenues, while delivering key legacies prior to and after the Olympic Games.

Impact and long-term benefits are a central part of the IOC Legacy Strategic Approach, which aims to encourage, support, monitor and promote legacy in partnership with all relevant stakeholders. For the next four years, the priority will be to consolidate progress since the implementation of the strategy, with a specific focus on assisting OCOGs and Hosts to deliver social, economic and sporting benefits for local communities, ensuring effective governance and funding for legacy and further communicating on legacies of past and future Olympic Games.

As the global community gains greater understanding, and experiences first-hand the consequences of climate change, expectations for action are growing and the need for concrete measures is becoming more pressing. The Olympic Games are not exempt. Building on the progress achieved through implementation of Olympic Agenda 2020 Recommendation 4, “Include sustainability in all aspects of the Olympic Games”, in March 2020 the IOC Executive Board took the decision that from 2030 onwards the Olympic Games will be climate positive. The decision goes above and beyond the current operational requirement for Olympic Games to be climate neutral and positions the IOC as a leader in this area within the global sports community.

The COVID-19 pandemic has illustrated the need for people to live, work and play in a more sustainable manner. The Olympic Games – and sport in general – can play a powerful role in defining how we recover from the crisis. It is our collective responsibility to leverage this power and continue to adapt. To address global issues such as climate change, biodiversity loss and human rights, it is imperative that we remain open to change and innovation.



Athletes' Commission members such as Federica Pellegrini, Yuki Ota and Humphrey Kayange are representing athletes worldwide.

### *Recommendation 3*

## Reinforce athletes' rights and responsibilities

### Reinforce athlete representation structure across the Olympic Movement

- Establish an "Athletes' Department" within the IOC administration
- Increase employment opportunities for Olympians and elite athletes within the IOC
- Building on Olympic Solidarity funding, continue empowering and supporting Athletes' Commissions (ACs) across the Olympic Movement by encouraging IFs, NOCs and Continental Associations to provide sufficient resources to Athletes' Commissions
- Strengthen effective athlete representation across the Olympic Movement and ensure athlete participation in decision making

### Provide athletes with support to access funding

- Implement the 25 per cent increase in the Olympic Solidarity budgets for athlete development for the 2021–2024 plan
- Create new initiatives with TOPs and RHBs for athletes and Olympians
- Encourage all stakeholders to provide transparency on their support to athletes

### Promote and support athletes' rights across the Olympic Movement

- Increase engagement with Olympians and athletes through Athlete365, new IOC digital platforms and OLY (post-nominal letters granted to Olympians)
- Building on existing resources, enhance e-learning opportunities for athletes and their entourage

### Reinforce the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement

- Promote the role of athletes and Olympians as ambassadors across the Olympic Movement



- Ensure all IFs and NOCs adopt and implement the Athletes' Rights and Responsibilities Declaration within their respective organisations
- Develop guidelines and best practices to support the delivery of the Athletes' Rights and Responsibilities Declaration for athletes and stakeholders

#### Widen the engagement with athletes and their wider personnel

- Increase continual digital and in-person engagement throughout the athlete journey from youth-sport level to life after sport
- Widen engagement from the traditional athletes' entourage (family, coach, doctor, physio), to develop dedicated engagement and support programmes targeted at athletes' other wider personnel (such as managers, agents and sponsors)

#### Increase the recognition of Olympians and of the Olympians community

- Strengthen the global and local communities of Olympians using social and digital technologies
- Celebrate and raise the individual profile of Olympians at and beyond the Olympic Games, through IOC digital platforms, stakeholders, Olympic partner initiatives, Olympians' own platforms and social projects
- Develop assets (digital, purpose-led initiatives) that Olympians can use to promote their status as Olympians
- Maintain and make available comprehensive quality biographical performance data profiles of all Olympians
- Empower Olympians in acquiring knowledge and developing skills in digital media through Olympic Games-time and online workshops

### Background to Recommendation 3

Olympic Agenda 2020 fundamentally strengthened the position of athletes at the heart of the Olympic Movement through five specific recommendations intended to protect and support athletes. These covered key aspects, from athlete representation to protection from doping and competition manipulation, to supporting athletes both on and off the field of play.

These recommendations were complemented by wide range of programmes and financial resources available through Olympic Solidarity and targeted at supporting athletes and their entourage. Significant actions were also taken to engage with athletes and athlete representatives directly through digital means as well as through in-person opportunities and the development of an affective global network of athletes across IFs, NOCs and Continental Associations.

Some significant highlights of the practical impact of Olympic Agenda 2020 include:

- Strengthen effective athlete representation across the Olympic Movement and ensure athlete participation in decision making
- Significant increase in athlete representation and elected Athletes' Commissions across the Olympic Movement
- Continued investment in athletes by Olympic Solidarity, underlined by the increase of 16 per cent in athlete support for the 2021–2024 Olympiad
- The development of the Athlete365 platform as the online "one-stop-shop" dedicated to athletes and their entourage where athletes have direct and easy access to all resources available to them in six languages (English, French, Spanish, Russian, Chinese and Arabic from 2021). The Athlete365 platform now has more than 100,000 registered Olympians, elite athletes and entourage among its membership



Athlete365 now has more than 100,000 registered Olympians, elite athletes and entourage among its membership.

- Integration of the Olympians' management team into the IOC administration and the development of OLY certificates and the OLY database, with over 15,000 verified Olympians
- The Athletes' Rights and Responsibility Declaration developed with contributions from more than 4,200 athletes through a worldwide consultation. The Athletes' Declaration has been adopted by nearly 100 NOCs and most IFs
- Innovative programmes developed in partnership with TOP Partners to increase support to athletes for their sporting and non-sporting careers through resources available from TOP Partners including Intel, Airbnb, Samsung, P&G
- The development of the Olympic Medal Reallocation Ceremony Principles by the IOC Athletes' Commission to provide athletes with a wide range of options for the Olympic Medal reallocation Ceremonies, with 38 ceremonies delivered – or requested to be delivered – to date at the request of athletes
- Increased engagement with regional athlete representatives through funding support from Olympic Solidarity and operational support from the IOC Athletes' Commission for Continental Athletes' Forums
- Over 400 NOC and IF Athletes' Commission representatives attended the 2019 International Athletes' Forum, which included a joint day with the World Olympians Forum

These tangible and historical initiatives highlight the important role of the Athlete and Olympian Community built through Olympic Agenda 2020. However, the landscape continues to change, as highlighted by the following:

- Alternative athlete representative groups emerging
- Increased voices for review of commercial and financial models and athlete protests
- Need for greater clarity and transparency in how athletes are supported, not only by the IOC but across the Olympic Movement
- Focus on the unique community of Olympians
- Modernising and adapting how we engage with those that influence athlete decisions and behaviours – not only the traditional entourage
- Ensuring engagement and representation, but also recognition that there is a balance between rights and responsibilities

In this spirit, the IOC will continue to lead the collective effort across the Olympic Movement to reinforce athletes' rights and responsibilities across the Olympic Movement and will empower and support all stakeholders to do so within their environment and context.



Athletes' Commission Chair Emma Terho, pictured meeting the IOC Executive Board, is among those focused on athletes' rights.



## Recommendation 4

# Continue to attract best athletes

### Widen the scope of engagement with best athletes

- Engage with best athletes, in collaboration with IFs, professional leagues, NOCs and player representatives to ensure

the motivation of current and emerging generations of best athletes to compete at the Olympic Games

- Engage with IFs, NOCs, professional leagues and other sports event organisers



We aim to celebrate best athletes – like Olympic champions Mikaela Shiffrin (top) and Elaine Thompson-Herah – as Olympians.

- Celebrate the athletes being part of the global Olympians community including through promotion on Olympic broadcast and digital platforms

### Background to Recommendation 4

Olympic Agenda 2020 had one specific recommendation related to the participation of best athletes: Recommendation 8, “Forge relationships with professional leagues”.

In line with this recommendation, the work of the IOC has been focused on facilitating the participation of best athletes through their respective IFs and on establishing relationships with professional leagues and structures, also through the respective IFs.

Looking forward, the importance of participation of the best athletes will be equally vital. There is a changing dynamic with the evolution of the sports landscape and the Olympic programme, including:

- The influence of commercial professional sports organisers on international sports calendars
- The participation in the Olympic Games by professional athletes in team sports
- The control of international calendars of high-profile individual sports by commercial organisations
- The best athletes in youth-focused sports who influence their respective communities

With this recommendation, we are also looking beyond participation:

- We aim to celebrate best athletes as Olympians between Olympic Games, both on and off the field of play
- Use IOC broadcast and digital platforms to promote the world’s highest profile athletes as Olympians



The IOC has built strong relationships with organisations such as the World Anti-Doping Agency to aid its fight for clean sport.

### *Recommendation 5*

## Further strengthen safe sport and the protection of clean athletes

#### **Strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes**

- Implement the International Safeguarding Officer In Sport Certificate
- Support the implementation of safeguarding policies and procedures amongst all stakeholders
- Encourage Olympic Movement constituents to establish a Safeguarding Officer position within their organisations and to fill such

positions with an Officer certified through the International Safeguarding Officer In Sport Certificate

- Support NOCs through Olympic Solidarity to deliver safeguarding education for their national stakeholders (in particular athletes and entourage) through webinars, courses and international scholarships
- Increase mental health support programmes for elite athletes and their entourage

- Promote the physical and mental health benefits of sport, leveraging the partnership with the World Health Organisation (WHO)

#### **Expand current efforts to protect clean athletes**

- Antidoping:
  - Continue to support World Anti-Doping Agency (WADA) and International Testing Agency (ITA) development and implementation of anti-doping programmes, including towards professional leagues and college sport
  - Support joint funding from the Olympic Movement and public authorities for more effective methodologies with deterrent effect (innovative testing, intelligence and investigations)



- Prevention of competition manipulation:

- Strengthen the prevention of manipulation of competitions in partnership with Interpol and the United Nations Office on Drugs and Crime (UNODC)
- Increase awareness and education on integrity, ethical principles and prevention of manipulation of competitions for athletes, their entourage and all officials, including judges and referees
- Encourage IFs to assess and enhance their refereeing and judging systems
- Encourage IFs to have clear and transparent rules and regulations on technological manipulation and the consequences of their infringement

## Background to Recommendation 5

The IOC is committed to developing programmes and initiatives to ensure that every athlete can train and compete in a safe sporting environment – one that is fair, equitable and free from all forms of harassment and abuse.

A key result of Olympic Agenda 2020 is that significant funding has been allocated to safeguarding and protecting clean athletes with tangible improvements observed.

Over USD 250 million is now spent on anti-doping by the Olympic Movement in each Olympiad. This has resulted in tangible progress being made in many areas, including the storage of samples and retesting, which now includes pre-Games testing of samples. Equally the independence of anti-doping has been reinforced by the establishment of the ITA, to which the IOC contributed USD 30 million in establishment funding. Today, the ITA works with 51 sports organisations, including 25 Olympic IFs.

In the future, it will be important to reinforce the message that it is WADA and the ITA who are responsible; the IOC will continue to support joint funding with public authorities while focusing on innovating testing, intelligence and investigation.

Alongside anti-doping, there has also been increased focus among Olympic stakeholders on the importance of preventing manipulation of competition, not only as a means to safeguard the credibility of competitions, but above all as a necessity to protect clean athletes.

Today, all Olympic IFs and a number of non-Olympic IFs are now in formal compliance with the Olympic Movement Code on the Prevention of Manipulation of Competition, approved by the IOC in 2015.

However, the risk of competition manipulation is increasing with the expansion of internet-based sports betting. Implementation of monitoring and protection needs to increase as a result, with priority given to strengthening awareness-raising for athletes, their entourage and sports officials, including judges and referees. This will be a key focus moving forward.

In parallel, an emphasis on raising awareness within law enforcement and criminal justice systems is also needed. The IOC cannot do this alone. Partnerships with other authorities is key, including Interpol and the UNODC.

The focus of this recommendation is therefore on:

- Partnerships
- Awareness and education of those involved
- Encouraging IFs to assess and enhance their refereeing and judging systems



The IOC will continue to promote safe sport to athletes – as pictured here at the Winter Youth Olympic Games Lausanne 2020.

## Recommendation 6

# Enhance and promote the Road to the Olympic Games

### Create a direct Olympic association with and promote Olympic Qualifying events

- Elevate the profile of thousands of qualifying events by authorising the use of Olympic branding (e.g. OCOG marks) in a flexible manner
- Support the tens of thousands of athletes to narrate their participation in the qualifying events and promote digitally their journey to the Olympic Games
- Amplify engagement with all other stakeholders (e.g. event organisers, local authorities, participating NOCs) involved in the qualification process by offering them opportunities to communicate on this Olympic journey
- Streamline calendars through new multi-sports Olympic qualifying events in the lead up to the Olympic Games Paris 2024



The Olympic qualifying processes offer an excellent opportunity to connect the Olympic Movement with global youth.

## Background to Recommendation 6

Initiatives such as the Olympic Channel and the new IOC digital strategy aim to connect the Olympic Movement with global youth beyond the period of the Olympic Games. The Olympic qualifying processes offer an excellent opportunity to achieve this.

Depending on the definition, there are hundreds or even thousands of events which act as Olympic qualifiers. However, today, there are very few opportunities to connect these events with the Olympic Games through branding and other initiatives. The Olympic and OCOG brands effectively have no visibility and therefore the Road to the Olympic Games is not as visible as it should be.

An opportunity therefore exists to create additional associations between the Olympic Games and Olympic qualification events. This would have benefits for all parties – the Hosts of the events, the NOCs/NFs of the athletes, the IFs governing the events and the athletes themselves. Additional digital assets could be produced specifically for athletes to use to share and promote their Olympic qualifying journey.

New types of qualifying events could also be explored. Beyond the individual stand-alone events, some multi-sports qualification events could be developed by the IOC in collaboration with IFs, which would help streamline the qualification calendar and also potentially add value for the Hosts, IFs and athletes involved. These events, grouping sports by type or by culture (e.g. combat sports, urban sports), could also serve to build excitement for the Olympic Games.



## Recommendation 7

# Coordinate the harmonisation of the sports calendar



The harmonisation of the sport calendar will ensure sustainability for all stakeholders.

**Address the number, frequency and scope of multi-sport events to fit with the post-COVID-19 world**

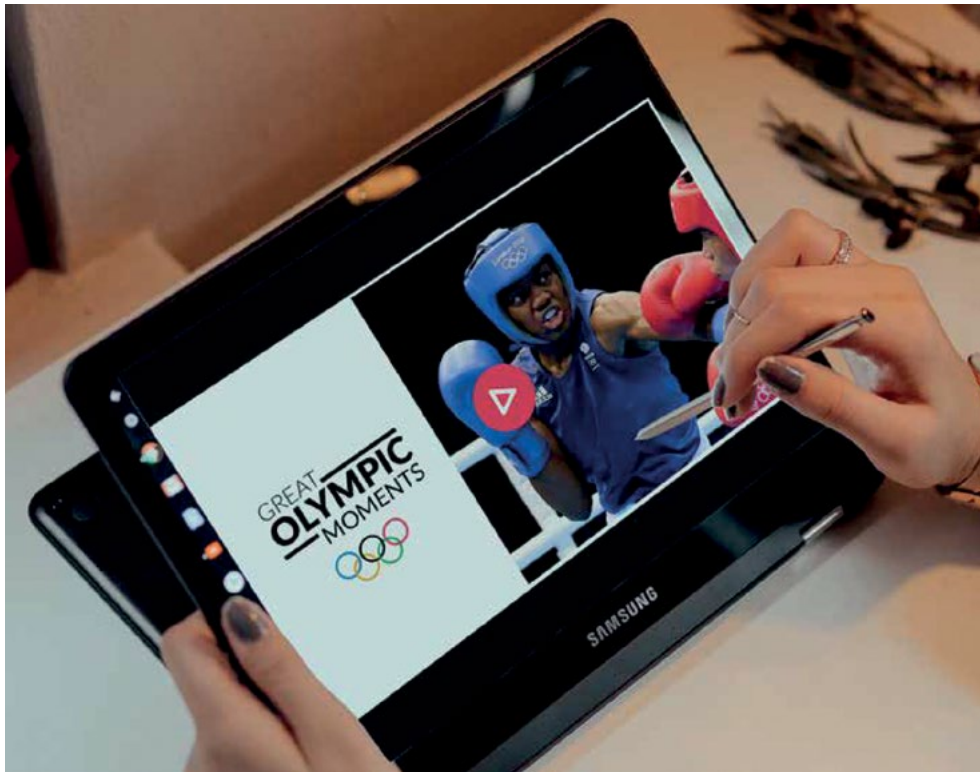
- Coordinate the harmonisation of multi-sports event planning across the Olympic Movement to ensure sustainability for all stakeholders
- Ensure the athletes' voice and perspective is part of the decision-making process linked to the planning of sports calendars

## Background to Recommendation 7

The Olympic Movement continues to discuss the ever-increasing congestion of the sports calendar, which has seen growing impacts across all stakeholders (athletes, Hosts, NOCs, IFs).

Work in this area began at the first Olympic Summit in 2015. A working group was set up, chaired by the IOC and including representatives of the Association of National Olympic Committees (ANOC), the IOC Athletes' Commission (IOC AC), all IF umbrella bodies and the NOC Continental Associations. A Memorandum of Understanding has been established to clarify roles, but work is still needed to further limit the impacts of the congested sports calendar.

The landscape continues to evolve, and it is likely that significant economic and financial impacts of COVID-19 will be felt by event Hosts, IFs, NOCs and all funding bodies. This recommendation therefore seeks to increase the harmonisation of multi-sport games across the Olympic Movement and strengthen the input of athletes in decision-making processes surrounding sports calendars.



We need to further use digital technologies as a powerful tool to engage with our audiences and people.

## Recommendation 8

# Grow digital engagement with people

### Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games

- Build a single people-centric digital platform, Olympics.com:
  - Including the Olympic Channel as the sports video section, delivering increased traffic and performance to the Olympic Movement and OCOGs
  - Merging the websites and apps of Olympic Games into the single Olympic platform

- Building a dedicated digital presence, ioc.org, for the IOC as an institution featuring its work and programmes to deliver on its mission
- Deliver digital content and communications to people for the benefit of the IOC, IFs, NOCs, athletes and OCOGs based on data insights
- Use Olympic Channel Services as a hub for content, technology, digital product and data analysis activities in support of the IOC digital strategy and the entire Olympic Movement

## Background to Recommendation 8

As part of Olympic Agenda 2020, a closer connection with people was established, notably through the successful launch of the Olympic Channel. Furthermore, the IOC digital strategy was approved and initiated, to reinforce the IOC's people-centric approach, aiming at creating one single digital platform that allows data capture for the benefit of the IOC and of the Olympic Movement.

In a world where connectivity continues to grow, we need to reflect the acceleration of digitalisation observed throughout society and address the impacts of the COVID-19 pandemic, such as the growing digital divide between communities.

We need to use digital and social media channels to further grow engagement during and between Olympic Games, consolidating our efforts to deliver even greater benefit and value. This means, for example, building a single digital platform, Olympics.com, and merging the web and apps of the OCOGs.

And we need to further use digital technologies as a powerful tool to engage with our audiences and people, delivering digital communications and content that reinforce and promote the Olympic values that are more important and powerful than ever.

It also means contributing to the unique universality of the Olympic Games (cf. Recommendation 1) and extending our engagement with specific new communities (cf. Recommendation 12).



## Recommendation 9

# Encourage the development of virtual sports and further engage with video gaming communities

**Leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with youth**

- Strengthen the roles and responsibilities of IFs in establishing virtual and simulated forms of sports as a discipline within their regulations and strategies
- Launch unique Olympic products and experiences through virtual and simulated forms of sports, in support of the IOC's digital engagement strategy
- Consider the addition of physical virtual sports in the Olympic Programme in cooperation with the respective IFs
- Support local partnerships between sport and video gaming communities to encourage youth to engage in physical activity and with the Olympic Movement
- Make available Olympic athlete-related online programmes and digital tools to the competitive video gaming community to support their physical and mental well-being



Creating unique Olympic products and experiences through virtual forms of sport – such as 2021's Olympic Virtual Series (pictured above and top) – will grow direct engagement with people.



Unique Olympic products and experiences can fill the gap between virtual sports and the Olympic Games.

## Background to Recommendation 9

It is important to note the difference between on the one hand the two forms of virtual sports and on the other hand video gaming. There are both physical (such as cycling) and non-physical forms of virtual sports (such as football), while video gaming includes both competitive gaming (such as League of Legends) and casual gaming (such as Super Mario).

Throughout the impacts of COVID-19, the gaming industry has continued to grow, highlighted by a 30 per cent growth in gamers, 75 per cent growth in gaming usage and the industry being worth an estimated USD 159 billion in 2020. This growth has been mirrored in virtual sport, where several IFs have leveraged the virtual forms of their respective sports to engage with the youth demographic and hosted their own virtual competitions.

The IOC aims to build on this by assisting IFs to develop virtual and simulated forms of their sport. As these virtual sports develop, the roles and responsibilities of IFs around virtual sports will increase. Therefore, it is important that IFs ensure good governance and necessary regulations around sports simulations (cf. Recommendation 1).

Keeping in mind youth's affinity with video games and digital entertainment, creating unique Olympic products and experiences through virtual forms of sport will grow direct engagement with people. This is in line with the IOC digital strategy. The objective of this direct engagement is to encourage sports participation and promote the Olympic values with a special focus on youth.

In addition, these products and experiences can fill the gap between virtual sports and the Olympic Games, creating valuable brand associations with IFs and their respective virtual sports. This could include looking at feasibility studies to anticipate

potential proposals from IFs to include their respective physical virtual sports in the Olympic programme for future editions of the Olympic Games.

Video games are bringing communities together with people gathering around their passion. By entering strategic partnerships with those communities at a regional level, sports organisations can reach youth demographics outside of their direct environment and get these youth engaged in sport while reaching out to new populations (cf. Recommendation 12).

As elite esports and gaming competitors are relatively new to the highly competitive environment, they have more limited access to resources than athletes in traditional sports. The IOC recognises these challenges and aims to adapt various existing tools and resources to support them in different fields such as gender equality, mental and physical health, competition integrity and career transition.



## Recommendation 10

# Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals



The IOC has built many partnerships with UN agencies – such as with UN Women on One Win Leads to Another in Brazil.

### Build on existing relationships with UN agencies to influence global social policy change and resource allocation

- Strengthen cooperation with UN agencies (e.g. WHO, UNESCO, UNHCR, UN Women) to provide opportunities for people who do not usually have access to sport in low and middle-income countries

### Initiate social development through sport partnerships

- Create partnerships with Development Banks or other development organisations

to increase investment in sport infrastructure and scale the impact of sport for sustainable development

- Develop social development through sport partnerships and programmes with Non-Governmental Organisations (NGOs) that provide individuals with better health and well-being and access to education, vocational training and new leadership opportunities
- Support sports organisations to be safe, inclusive, accessible organisations, aligned with the UN Sustainable Development Goals

- Enable NOCs to promote the Olympic values at a national level by enhancing Olympic Solidarity's programmes around social development

### Enhance cooperation with the IPC on social development programmes

- Partner more closely with the IPC on common initiatives such as refugee participation in the Olympic and Paralympic Games and social development through sport programmes

## Background to Recommendation 10

The UN defines sustainable development as “meeting the needs of the present without compromising the ability of the future generations to meet their own needs” (The United Nations Brundtland Commission, 1987).

The IOC has adopted and adapted this definition for its own sustainability strategy as: “when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres” (IOC Sustainability Strategy, 2016, updated 2017).

Having analysed the global context, including our role in the development and sport sectors, we know that our approach needs to consider the imbalances caused by COVID-19 including on physical and mental health, equality and inclusion, renewed solidarity between people and organisations, and generations of people making an economic recovery. To make this change will require working in partnership. This will involve partnering at various levels and with different types of stakeholders as outlined in these recommendations.



The IOC's Olympism 365 strategy aims to strengthen sport's role as an enabler for the UN's Sustainable Development Goals.

As leader of the Olympic Movement, the IOC will continue to work to provide access to sport for people across the world. Over the last decade, many partnerships have been built with UN agencies to develop global campaigns, but also with local organisations through NOCs and NFs to increase sports participation at all levels of society. In 2015, the UN recognised sport as an important enabler for the achievement of the Sustainable Development Goals, and this was greeted by the Olympic Movement and the Sport for Development and Peace community with strong interest and a commitment to continuing to develop society through sport.

In the post-COVID-19 world, the need for solidarity within and among countries has never been more necessary. The IOC needs to build partnerships with global entities and development organisations, and the Paralympic Movement, while

enhancing already existing initiatives at the IOC such as the Olympic Solidarity programmes, to increase the impact of sport in society. Those partnerships should be part of an overarching strategy that creates opportunities for people to benefit from finding a community in sport, connecting the IOC and Olympic Movement with youth and supporting them to build a safe and inclusive platform for social change.

Through effective partnerships, we will see results of this change at individual, organisational and community level. We want people to have better access to sport, to feel like they belong in sport, that they benefit from the positive impact of sport and that they can connect to its values on a daily basis. This aligns with the Sustainable Development Goals.

The IOC enacts this in two fundamentally interlinked ways:

- **Supporting individual/community change** – The use of sport as a tool to accelerate the speed and scale of progress towards the UN's Sustainable Development Goals and targets for individuals and communities, by partnering with organisations to design approaches that uphold the Fundamental Principles of Olympism (Recommendations 10 and 11)
- **Applying organisation best practice** – ensuring the IOC and the Olympic Movement apply environmental, social and governance organisational practices that also contribute to Sustainable Development Goal outcomes. (cf. Recommendations 2 and 13)

The Sustainable Development Goals and targets supporting community change advocated through this recommendation are:

- 3 Good Health & Well-Being (target 3.4)
- 4 Quality Education (targets 4.4 & 4.5)
- 5 Gender Equality (targets 5.1, 5.2 & 5.5)
- 8 Decent Work & Economic Growth (targets 8.3 & 8.6)
- 10 Reduce Inequality Within & Among Countries (target 10.3)
- 11 Sustainable Cities & Communities (target 11.7)
- 12 Sustainable Consumption & Production Patterns (target 12.5)
- 13 Take Urgent Action to Combat Climate Change (target 13.2)
- 16 Peace, Justice & Sustainable Institutions (targets 16.2 & 16.7)
- 17 Partnerships for the Goals (targets 17.3, 17.14 & 17.16)



## Recommendation 11

# Strengthen the support to refugees and populations affected by displacement

### Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement

- Support the Olympic Refugee Foundation to ensure one million forcibly displaced young people have access to safe sport by 2024
- Provide ongoing support to refugee athletes of all abilities through Olympic Solidarity scholarships

- Facilitate refugee athlete participation and access to international and national level competitions
- Select and support the IOC Refugee Olympic Team to participate in Tokyo 2020, Paris 2024 and Dakar 2026
- Measure the impact of the Sport Coalition for Refugees that pledged to improve access for refugees to facilities, sport activity and participation in sporting events and competition

### Background to Recommendation 11

The number of forcibly displaced people worldwide currently stands at 79.5 million according to the UNHCR 2019 report. Support for forcibly displaced communities and individuals is needed more than ever in the post-COVID-19 world and the IOC's commitment to using sport, and the spotlight that the Olympic Games offers to enhance the lives of this population, remains more relevant today than ever.

Since Rio 2016, we believe that a more comprehensive approach is needed by the IOC to better support refugee athletes and people affected by displacement across the globe. The Olympic Refugee Foundation is this next chapter and the IOC Refugee Olympic Team and refugee athlete scholarship holders are ambassadors for the mission of the Olympic Refugee Foundation to ensure people affected by displacement access safe sport. Athletes from more origin and host countries, and from more sports should be supported through Olympic Solidarity scholarships, to help the refugee athletes participate in Tokyo 2020 and Paris 2024, and to also explore the feasibility of the first-ever Refugee Youth Olympic Team in Dakar 2026. We also believe that we must work with all partners, whether it be UNHCR, the IFs or the NOCs, to guarantee fair participation and access to all national and international sports competitions.



The IOC Refugee Olympic Team – Cyrille Tchatchet II, at Tokyo 2020 – are ambassadors for the Olympic Refugee Foundation.

## Recommendation 12

# Reach out beyond the Olympic community

### Reach out beyond the Olympic community

- Engage and interact with diverse social groups focusing on different demographics, geographies and interests (e.g. cultural communities, scientific communities, value-based communities)

- Reach out to new communities, leveraging strategic and commercial partnerships
- Foster dialogue through culture and education, leveraging programmes that reach beyond the Olympic community (e.g. visual, performing, literary artists, architects, designers, educators)

### Background to Recommendation 12

Several recommendations of Olympic Agenda 2020 called for opening up to society and reaching beyond the Olympic community to connect with new audiences: “Build strategic partnerships” (Recommendation 20), “Engage with communities” (Recommendation 23), “Further blend sport and culture” (Recommendation 26), as well as “Foster dialogue with society” (Recommendation 39).

Strong partnerships, both institutional and commercial, have now been created. This has been accompanied by massive digital investment. Thanks to this, we now have the capacity to reach out further beyond the Olympic community and engage with additional groups from different demographics, geographies and interests (including cultural, scientific and value-based groups).

By identifying those groups that have not yet been exposed to the Olympic values and the Olympic Games, in combination with the other recommendations of Olympic Agenda 2020+5 (Recommendations 8 and 10), we believe it is possible to reach these groups through their centres of interests, such as music, fashion or social media. Similarly, we believe that it is possible for us to reach out to new communities and influencers, who while not necessarily having a specific focus on the Olympic Games, are values-based and share with us a common purpose.



The IOC will “foster dialogue through culture” – such as through the first ever Olympic Agora, which took place at Tokyo 2020.



## Recommendation 13

# Continue to lead by example in corporate citizenship



The IOC is creating the Olympic Forest as part of its climate-positive strategy – planting around 355,000 native trees across approximately 90 villages covering 2,120 hectares in Mali and Senegal.

### Lead in sustainability

- Reduce IOC CO<sub>2</sub> emissions in line with the Paris Agreement by 30 per cent by 2024 and become a climate positive organisation through the creation of the Olympic Forest and other mitigation measures
- Ensure that the IOC Sustainable Sourcing Guidelines are fully implemented across the supply chain while promoting respectful, sober, circular and regenerative models
- Develop a comprehensive education programme, across all levels of responsibility, to increase staff

competency in implementing the IOC Sustainability Strategy within their areas of responsibility

### Inspire and assist the Olympic Movement in developing sustainable sports worldwide

- Support IFs and NOCs in their transition towards carbon neutrality through the UN Sports for Climate Action Framework and other means
- Assist the IFs and NOCs in developing their own sustainability strategies including sourcing and resource management

- Work with and support role models and influencers to raise awareness, educate and give visibility to sustainability

- Facilitate best practice sharing in sustainable innovation in sport infrastructure

### Foster gender equality and inclusion

- The IOC to lead by example by continuing to increase gender balance at IOC Governance level and adopting a Diversity and Inclusion action plan for its administration
- The IOC to call on IFs, NOCs and OCOGs to implement the IOC Gender Equality and Inclusion objectives for 2021–2024



The IOC and UNEP's Clean Seas campaign are supporters of Olympic champion Hannah Mills' Big Plastic Pledge.

around five focus areas (Participation, Leadership, Safe Sport, Portrayal, Resource Allocation)

### Strengthen our human rights approach

- Adopt an overarching IOC human rights strategic framework with specific action plans for each of the IOC's three different spheres of responsibility (the IOC as an organisation, the IOC as owner of the Olympic Games and the IOC as leader of the Olympic Movement)
- Link the overarching IOC human rights strategic framework to various existing or forthcoming IOC strategies
- Amend the Olympic Charter and the "Basic Universal Principles of Good Governance" of the Olympic and Sports Movement to better articulate human rights responsibilities
- Enable the newly created IOC Human Rights unit to develop the IOC's internal capacity with regard to human rights

### Background to Recommendation 13

Following progress made through Olympic Agenda 2020, the IOC remains committed to strengthening those aspects of sustainability, gender equality and human rights that fall within its remit.

Building on progress achieved through the implementation of Olympic Agenda 2020 Recommendation 5, "The IOC to include sustainability in its day to day operations", in March 2020 the IOC Executive Board took the decision that the IOC will transition from a carbon neutral organisation to a climate positive organisation by 2024.

This decision reflects developments within the area of climate change and the increasing importance that the IOC places upon it. As the global community gains greater understanding and experiences first-hand the consequences of climate change, expectations for action are growing and the need for concrete measures is becoming more pressing.

The IOC will become climate positive by 2024 through a three-pronged approach: i.e.

- A carbon reduction plan that will focus primarily on business travel, as well as our buildings and events;
- Compensation measures that include carbon offsets generated through the IOC-Dow carbon mitigation programme and the creation of an "Olympic Forest" as part of the African Union's "Great Green Wall" initiative to combat desertification and grow economic opportunities, food security and climate resilience across North Africa; and
- Continued use of our influence to encourage our stakeholders and the wider public to take action against climate change.

Thanks to the implementation of Olympic Agenda 2020 Recommendation 5, "The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability in their own organisations and operations", significant progress has also been achieved. There is now increased awareness of the need for sports organisations to operate sustainably and tackle climate change.

As awareness and understanding increase, it is crucial that the IOC continues to inspire and assist Olympic Movement stakeholders on their journey to becoming more sustainable organisations and business partners.

Similarly, there is growing expectation for sport worldwide to use its convening power and global reach to effect change across areas such as sourcing, infrastructure and climate, and to use its voice to profile global issues and explain how sport is addressing them.

During the past four years, the IOC has developed sustainability-related educational guides, conducted workshops and developed partnerships with internationally recognised organisations to help the Olympic Movement understand the



importance of sustainability. Going forward, the focus will be on transforming this knowledge into action and amplifying it.

Alongside sustainability, progress has also been made in the area of gender equality, with new objectives around gender equality put forward for the 2021–2024 period. These proposed objectives are a continuation of the IOC Gender Equality Review Project recommendations approved by the IOC Executive Board in February 2018, and which were a direct result of Olympic Agenda 2020 (cf. Recommendation 11: “Foster gender equality”).

The IOC recognises that gender equality, inclusion and diversity are integral components of fulfilling its vision of building a peaceful and better world through sport.

In acknowledgement of the progress made with the IOC Gender Equality Review Project and taking into account the global context (e.g. the impact of COVID-19 on sports, the UN Sustainable Development Goals, social movements such as #MeToo and #BlackLivesMatter, UN Women’s Sport for Generation Equality, etc), the scope for 2021–2024 has been widened to gender equality and inclusion.

Finally, building on different measures adopted over the years, the IOC will continue to embed in a more systematic and comprehensive way human rights due diligence in its operations so as to reduce and mitigate risks of negative impacts on people, as well as ensure remediation in a proactive way. The ambition is to develop a human rights strategic framework with actions for each of the IOC’s three spheres of responsibility and fully integrate this framework with other existing strategies.

The IOC’s work has been informed by a series of “Recommendations for an IOC Human Rights Strategy”, produced by independent experts HRH Prince Zeid Ra’ad Al Hussein, a former UN High Commissioner for Human Rights, and Rachel Davis, Vice President of Shift – a non-profit centre of expertise on business and human

rights – commissioned by the IOC in 2019. These recommendations were developed following a consultative process with key internal staff and expert civil society stakeholders. Shift has been supporting the IOC since 2018 to develop the organisation’s existing human rights due diligence measures.

The development of this overarching strategic approach and stronger internal expertise will allow the IOC to ensure coherence, alignment and reinforcement of this work. It will help articulate how human rights issues in the context of Olympic Games activities or other activities of the

Olympic Movement can be apprehended, through a closer cooperation with the OCOGs, NOCs, IFs and athletes. The deepening of engagement with affected stakeholders and regular reporting on progress bring further credibility and transparency to the approach.



Gender equality is an integral component of building a peaceful and better world through sport.

## Recommendation 14

# Strengthen the Olympic Movement through good governance

### Strengthen the Olympic Movement through good governance

- The IOC to update the “Basic Universal Principles of Good Governance” to the latest standards
- The IOC to foster the compliance of all the Olympic and Recognised IFs, NOCs, IOC-Recognised Organisations with the “Basic Universal Principles of Good Governance”
- The IOC to make compliance with the “Basic Universal Principles of Good Governance” conditional for recognition and inclusion in the Olympic Programme and granting of patronage
- The IOC to initiate the self-assessment of the Recognised Federations and Organisations concerning compliance with the “Basic Universal Principles of Good Governance”
- The IOC to widen the scope of the auditing of NOCs with regard to compliance with the “Basic Universal Principles of Good Governance”
- The IOC to urge the Olympic IFs and NOCs to be transparent in their budget and accounts concerning the direct and indirect support for athletes, sports development and Olympic values

- Strengthen the involvement of Olympic Movement stakeholders in the International Partnership Against Corruption in Sport (IPACS) to increase the effectiveness of anti-corruption measures

### Background to Recommendation 14

The Basic Principles of Good Governance have been implemented by the various stakeholders through their own processes. However, these initial achievements have to be consolidated and strengthened.

Good governance standards in the corporate world have simultaneously evolved toward an increased level of requirements, specifically with regard to transparency and checks and balances. The expectations from the general public as well as from the athletes have grown accordingly. Consequently, sport organisations’ governance needs to match these expectations.

Governance issues within one organisation affect the entire sports movement in the eyes of civil society which considers the sport organisations as a whole.

For athletes, the governance of their sport organisation has become a matter of interest not only to ensure that the finances are well managed but also to defend the credibility and image of their sport.

In this context, the Olympic Movement has to continue and deepen its efforts to match the constantly evolving standards of governance. For this, the Olympic Movement’s stakeholders will have to embrace all the facets of governance. This includes full transparency with regard to the use of their resources.



The involvement of Olympic Movement stakeholders in IPACS will increase the effectiveness of anti-corruption measures.



## Recommendation 15

# Innovate revenue generation models

### Innovate revenue generation models to ensure long-term viability of the Olympic Movement

- Consider alternative transmission methods, such as free digital, to complement traditional free-to-air television
- Ensure official Olympic broadcasters, sponsors and other commercial partners and programmes support and benefit from the IOC digital strategy



The Olympic Movement has benefitted from a more than four-fold increase in the value of broadcast rights since 1996.

- Evolve and enhance the TOP Programme, including by:
  - Further involving TOP Partners' expertise and resources in the programmes and activities of the Olympic Movement
  - Developing mutually beneficial purpose-led partnerships recognising the role of sport as an important enabler for the Sustainable Development Goals
- Create a centralised Olympic hospitality programme for the benefit of all Olympic stakeholders
- Continue to develop commercial programmes and platforms for the direct benefit of athletes
- Diversify Olympic revenue sources (such as global e-commerce, commercialisation of social media and Olympic-related gaming)

## Background to Recommendation 15

In the cycle ending in 2020, revenues from our TOP Partners have more than doubled compared to the previous cycle. We now have a truly global programme with 13 partners. In terms of the RHBs, since the decision in 1996 to centralise the rights, the Olympic Movement has benefitted from a more than four-fold increase in the value of broadcast rights. To date, we have already secured contracts worth USD 4.1 billion from TOP Partners and RHBs for the Olympiad 2029 to 2032.

Olympic Agenda 2020 reforms have already deepened the confidence and trust that our commercial partners are placing in us, resulting in financial stability. The IOC is grateful for the continued support and confidence shown by its partners. Their contributions mean that the IOC is able to distribute 90 per cent of its revenues to support athletes and the development of sport around the world. This means that every day, the IOC provides the equivalent of more than USD 3.4 million to help athletes and sports organisations around the world<sup>1</sup>.



Programmes like Panasonic's Sports Change Makers support sport's role as an enabler for Sustainable Development Goals.

However, the current media and commercial landscape has been disrupted in terms of the digital revolution, and in addition our Partners are subject to increased scrutiny in terms of the value of their investment. Therefore, it is appropriate for the IOC to ensure it takes measures to maintain the relevance of our commercial programmes, and further develop the growth and the stability of the programmes.

This recommendation focuses on exploring, and potentially reinforcing and validating, certain key fundamental principles around which the commercial programmes have been built and through which we propose to continue to evolve them in the future.

In a rapidly evolving media and commercial landscape, the IOC has recognised the need to adapt our commercial programmes to drive mutual benefits for the Olympic Movement and our Partners. Free-to-air television partners have been fundamental in ensuring the reach of the Olympic Games in the last 60 years to all corners of the world. The era of media disruption and shifts in viewing habits mean people now connect with the Olympic Movement in more ways than ever.

As we move into a new digital and media age, we want to ensure that our policies and practices reflect the reality of today's market.





The IOC provides a very attractive proposition to commercial partners – such as Coca-Cola (left) and Samsung – thanks to the Olympic values on which the Olympic Movement is based.



The IOC continues to provide a very attractive proposition to commercial partners thanks to the Olympic values on which the Olympic Movement is based. We know this brand association continues to be a valuable component and a driving element behind leading global companies' desire to be associated with us. We want to make sure that our partners are able to tap into this and leverage their association with these values.

Purpose-led marketing has become one of the most impactful tools for companies, institutions and rights-holders to position themselves to target audiences, with a focus on the ambitions, purpose and values of the company, rather than solely putting their products or services at the heart of their marketing strategy. In the Olympic context, this means developing mutually beneficial projects and programmes with Partners that support the role of sport as an important enabler for Sustainable Development Goals. As a values-based organisation, this is what we offer to our partners.

In line with the IOC's digital strategy, tailored digital opportunities have become essential for partners seeking to reach and engage their key demographic in an evolving media landscape. There are opportunities to co-create impactful content and drive engagement, and TOP Partners are well placed to provide products, campaigns and expertise that will be central in supporting the IOC's digital ecosystem.

Olympic Agenda 2020 explicitly demonstrated the IOC's ongoing commitment to athletes, who are at the heart of the Olympic Movement. The IOC will continue to explore ways in which commercial partners can support this effort and how we can bring the athlete community into the value proposition that we provide for our partners – both in terms of how athletes can contribute, but also how they can benefit from the possibilities that we offer through our Partners.

Decades ago, to create efficiencies and added value, the IOC made the decision to centrally operate and manage certain revenue programmes including the Worldwide TOP Programme and broadcast rights. Through Olympic Agenda 2020, we continued this effort by creating a global licensing programme and developing a marketing alliance with the IPC, which began on 1 January 2021. To continue maximising benefits for all Olympic stakeholders, we will extend this centralised approach to the business model of the Hospitality sector.

Finally, the diversification of other revenue sources outside of broadcast, sponsorship and licensing will continue, for instance through the creation of new properties (cf. Recommendations 6 and 9).

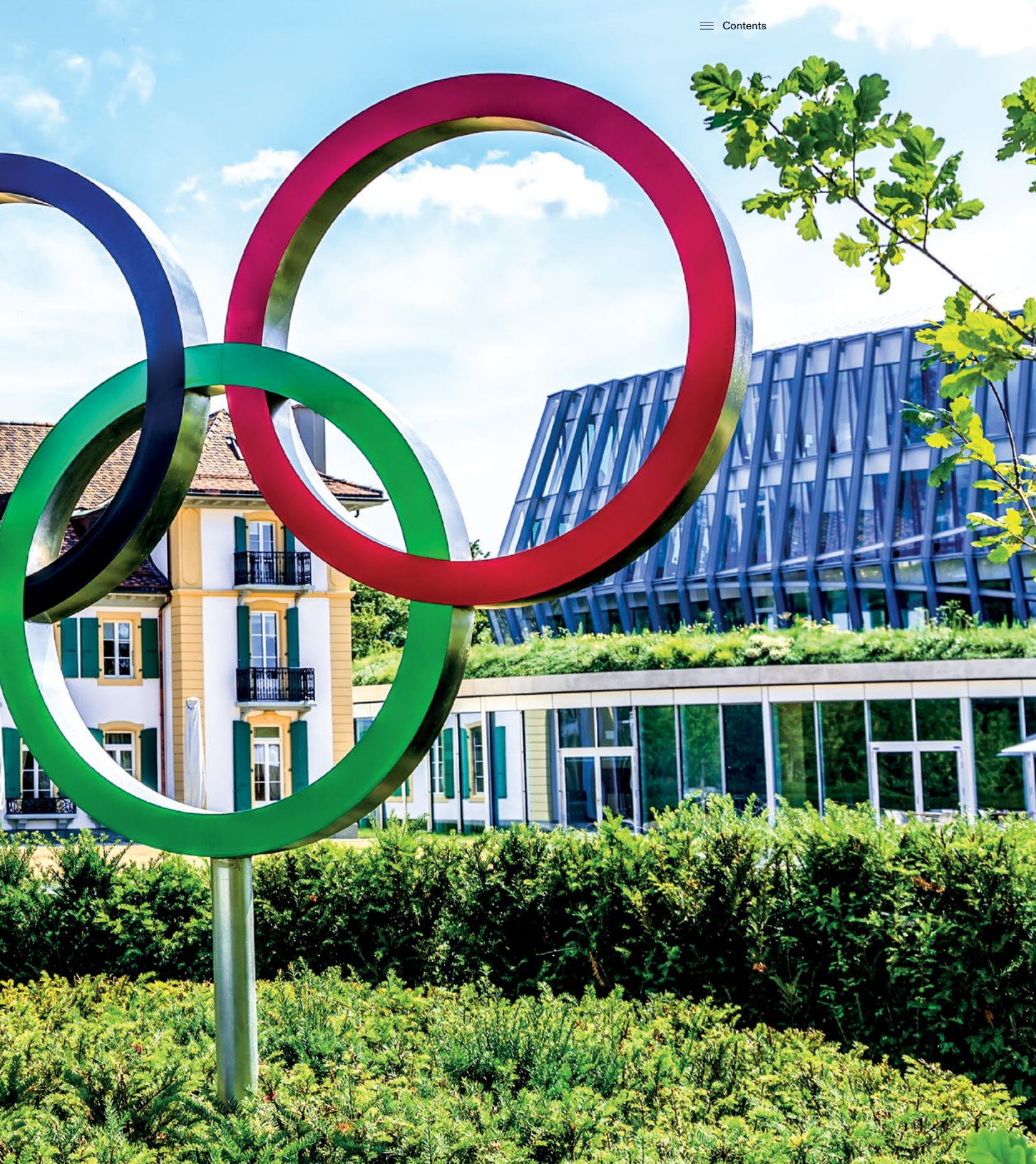
<sup>1</sup> This figure of USD 3.4 million per day was correct when Olympic Agenda 2020+5 was first published in March 2021, but the figure has since increased to USD 4.2 million per day.



A large sculpture of the Olympic rings is the central focus in the foreground. The rings are interlocked and have a metallic, reflective finish. Behind the rings, a two-story yellow building with green shutters and a brown roof is visible. To the left, there are tall, lush green trees. The sky is blue with some light clouds. In the bottom left corner, the text "FINANCIAL STATEMENTS" is written in large, bold, white capital letters.

# FINANCIAL STATEMENTS







# FINANCIAL HIGHLIGHTS 2021

The IOC is a non-profit association committed to leading the Olympic Movement and contributing to building a better world through sport. Its operations are based on four-year periods called Olympiads, during which an Olympic Summer Games, an Olympic Winter Games and a Youth Olympic Games are held.

Because of the COVID-19 pandemic and the postponement of the Olympic Games Tokyo 2020, the situation of the 2017-2020/2021 Olympiad is unique.

To ensure the credibility of the Olympic Movement, its values and its mission, the IOC strives to demonstrate good

governance in all its practices, including increasing the transparency of its financial operations. Therefore, although the IOC is under no legal obligation to apply International Financial Reporting Standards (IFRS), it strongly believes that to do so will help it to achieve more transparency, comparability and high quality in its financial statements.

## IOC sources of revenue

The IOC is entirely privately funded.

The IOC's strong financial foundation is driven by its partnerships with sponsors and

broadcasters, which provide sustainable revenue streams to ensure the independent financial stability of the Olympic Movement. The continued growth of these partnerships supports the IOC's objectives of promoting the worldwide development of sport, supporting the staging of the Olympic Games and assisting in the global promotion of the Olympic Movement.

The IOC generates revenue through several programmes, including the sale of broadcasting rights, the worldwide TOP sponsorship programme and the IOC official supplier and licensing programme.

In 2021, the IOC recognised USD 4.2 billion in total revenue. Despite the complexities across the world brought about by the COVID-19 pandemic, the IOC has maintained the strength of value of its partnerships.

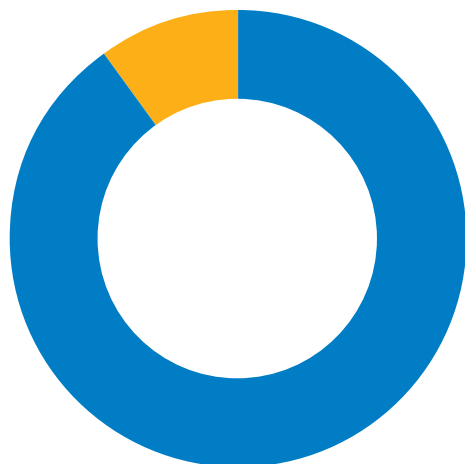
## The IOC retains 10% of its revenue

The IOC retains 10% of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement. The rest is distributed to support the staging of the Olympic Games, promote the worldwide development of sport and the Olympic Movement, and assist with the implementation of Olympic Agenda 2020 and Olympic Agenda 2020+5.

In the 2017–2020/2021 Olympiad, the IOC has supported the Olympic Movement with the equivalent of USD 4.2 million per day, 365 days a year, compared to USD 3.4 million per day in the previous Olympiad.

*The figures in the financial statements and tables have been rounded; totals may therefore deviate from the sum of the individual items. The figures 0 and 0.0 are rounded values representing less than half of the unit used, yet more than zero (rounded zero). A dash (-) in place of a number stands for zero (absolute zero).*

## IOC REVENUE DISTRIBUTION (%)



**90%**

Distribution, Olympic Games, promotion of the Olympic Movement, implementation of Olympic Agenda 2020 & Olympic Agenda 2020+5

**10%**

IOC activities to develop sport and operations of the IOC

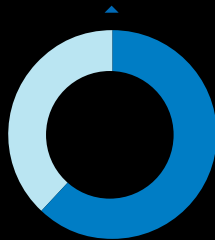


# IOC REVENUE 2017–2020/21

Source: IOC's audited financial statements

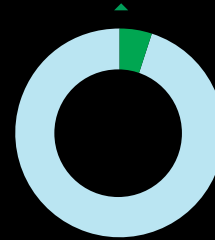
61%

BROADCASTING RIGHTS



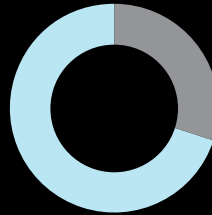
4%

OTHER REVENUE



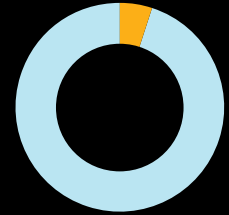
30%

TOP PROGRAMME  
MARKETING RIGHTS



5%

OTHER RIGHTS



# USD 7.6BN

IOC TOTAL REVENUE 2017–2020/21

## IOC contributions to the Olympic Movement

In 2021, the IOC contributed USD 3.5 billion to support the Olympic Movement through direct IOC contributions as well as various IOC activities, projects and programmes aimed at supporting the staging of the Games and promoting the worldwide development of sport and the Olympic Movement.

## The Organising Committees for the Olympic Games (OCOGs)

The IOC contribution supports the staging of the Summer and Winter editions of the Games. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and TOP rights); considerable costs that previously had been borne by the OCOGs, such as the host broadcast operation and digital engagement; and various forms of Games support to the OCOGs, including through its Transfer of Knowledge programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks with the OCOGs' symbols.

Compared to Athens 2004, the IOC's contribution to support the staging of the Olympic Games Tokyo 2020 has almost doubled.

IOC CONTRIBUTION TO SUPPORT THE GAMES	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
Athens 2004	965
Beijing 2008	1,250
London 2012	1,374
Rio 2016	1,531
Tokyo 2020	1,892*
<b>OLYMPIC WINTER GAMES</b>	
Salt Lake City 2002	552
Turin 2006	561
Vancouver 2010	775
Sochi 2014	833
PyeongChang 2018	887

Source: IOC's audited financial statements

\* This figure includes some costs of the postponement of the Olympic Games Tokyo 2020.

## Olympic Solidarity/National Olympic Committees (OS/NOCs)

The IOC distributes revenue to each of the 206 NOCs throughout the world to train and develop their Olympic hopefuls, athletes and teams. The IOC also contributes revenue to Olympic Solidarity, an autonomous commission that distributes revenue to NOCs.

The Tokyo 2020 revenue distribution to Olympic Solidarity/NOCs was more than double the equivalent revenue distribution following Athens 2004.

GROSS REVENUE TO OS/NOCs	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
Athens 2004	234
Beijing 2008	301
London 2012	520
Rio 2016	540
Tokyo 2020	540
<b>OLYMPIC WINTER GAMES</b>	
Salt Lake City 2002	87
Turin 2006	136
Vancouver 2010	215
Sochi 2014	199
PyeongChang 2018	215

Source: IOC's audited financial statements



## International Federations (IFs)

The IOC provides revenue to the IFs. These funds, which are used to support the development of sport worldwide, are distributed after the completion of the Games in which the IF is active.

The Tokyo 2020 revenue distribution to the IFs was more than double the equivalent revenue distribution following Athens 2004.

GROSS REVENUE TO IFS	USD MILLION
<b>OLYMPIC SUMMER GAMES</b>	
Athens 2004	257
Beijing 2008	297
London 2012	520
Rio 2016	540
Tokyo 2020	540
<b>OLYMPIC WINTER GAMES</b>	
Salt Lake City 2002	92
Turin 2006	128
Vancouver 2010	209
Sochi 2014	199
PyeongChang 2018	215

Source: IOC's audited financial statements

## IOC-Recognised Organisations and Federations

The IOC contributes to recognised international organisations, including the World Anti-Doping Agency (WADA), the International Council of Arbitration for Sport (ICAS), the International Olympic Academy (IOA), the International Testing Agency (ITA) and the International Paralympic Committee (IPC). The IOC also supports the IPC by enabling Paralympic athletes to compete in the same city as the Olympic Games, benefit from the same Organising Committee, use the same sports venues and facilities, and enjoy the same conditions for official travel and accommodation as Olympic athletes.

A total of USD 61 million was distributed in 2021.

## The Youth Olympic Games (YOG) and the Youth Olympic Games Organising Committees (YOGOCs)

The IOC contribution supports the staging of the YOG. Celebrated for the first time in Singapore in 2010, the YOG is a recent Olympic tradition that engages young people through sport, education and cultural programmes.

IOC CONTRIBUTION TO SUPPORT THE YOG	USD MILLION
<b>SUMMER YOG</b>	
Singapore 2010	40
Nanjing 2014	50
Buenos Aires 2018	64
<b>WINTER YOG</b>	
Innsbruck 2012	20
Lillehammer 2016	35
Lausanne 2020	26

Source: IOC's audited financial statements



## Strong financial position

The IOC maintained a healthy and strong financial position as at 31 December 2021. This provided the IOC with the flexibility to navigate the global uncertainty caused by the pandemic and to strengthen its support to the Olympic Movement.

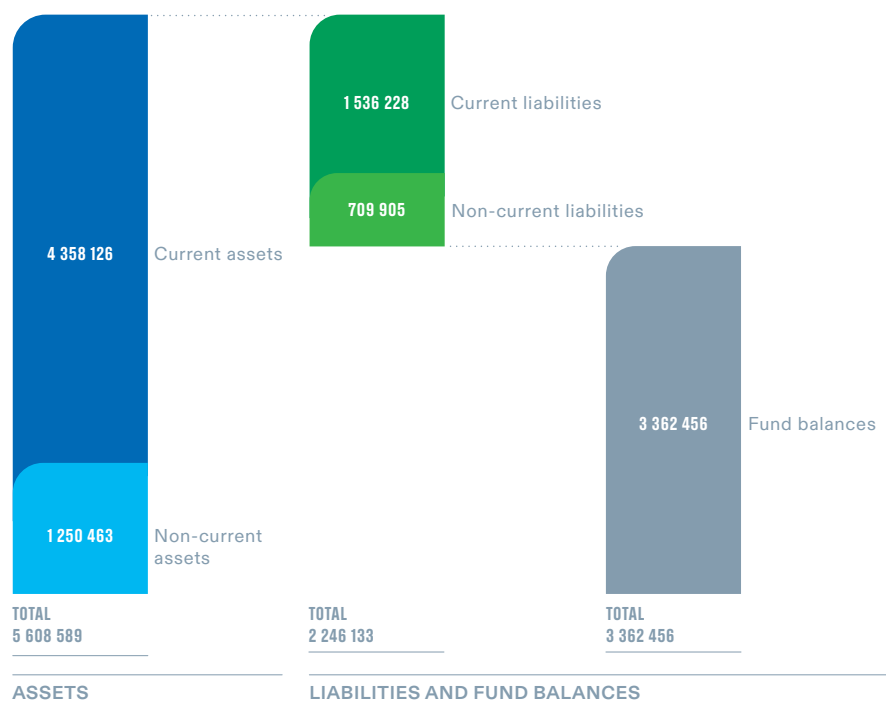
Total assets stand at USD 5.6 billion. Current assets stand at USD 4.4 billion, while non-current assets stand at USD 1.3 billion. Cash and other financial assets, totalling USD 5.1 billion, represent 90% of the IOC's total financial position.

The IOC's total liabilities of USD 2.2 billion represent 40% of its total financial position. This is more than fully covered by the IOC's current assets, illustrating the IOC's overall financial health and long-term sustainability.

The IOC's fund balance stands at USD 3.4 billion, which represents 60% of its total financial position. Of the total fund balance, 83% is undesignated to cover the expenditure and contributions planned during non-Games years where no Games revenue will be recognised, as well as for the Olympic Foundation as part of the IOC's risk management strategy.

The IOC designated fund, at 17% of the total fund balances, is designated for the financing of Olympic Solidarity's annual programmes to secure financial assistance for the NOCs, as well as for financial assistance to the Olympic Movement through the Olympic Movement Fund.

## IOC CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AT 31 DECEMBER 2021 (USD 000)





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# REPORT OF THE STATUTORY AUDITOR TO THE SESSION

## Opinion

We have audited the Consolidated Financial Statements of the International Olympic Committee and its subsidiaries (the Group), which comprise the Consolidated Statement of Financial Position as at 31 December 2021 and the Consolidated Statement of Activities, Consolidated Statement of Comprehensive Income, Consolidated Statement of Cash Flows and Consolidated Statement of Changes in Fund Balances for the year then ended, and notes to the Consolidated Financial Statements, including a summary of significant accounting policies.

In our opinion, the Consolidated Financial Statements (pages 180 to 226) give a true and fair view of the consolidated financial position of the Group as at 31 December 2021 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter.

## Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing

Standards. Our responsibilities under those provisions and standards are further described in the “Auditor’s responsibilities for the audit of the consolidated financial statements” section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other information in the Annual Report

The Executive Board is responsible for the other information in the IOC Annual Report. The other information comprises all information included in the IOC Annual Report, but does not include the Consolidated Financial Statements and our auditor’s reports thereon.

Our opinion on the Consolidated Financial Statements does not cover the other

information in the IOC Annual Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information in the IOC Annual Report and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Executive Board for the Consolidated Financial Statements

The Executive Board is responsible for the preparation of the Consolidated Financial Statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the Executive Board determines is necessary to enable the preparation of Consolidated Financial Statements that are free from material misstatement, whether due to fraud or error.





In preparing the Consolidated Financial Statements, the Executive Board is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Board either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional

omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Executive Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Executive Board or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Report on other legal and regulatory requirements

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of Consolidated Financial Statements according to the instructions of the Executive Board.

We recommend that the Consolidated Financial Statements submitted to you be approved.

#### PRICEWATERHOUSECOOPERS SA

**Travis Randolph**  
Audit expert  
Auditor in charge

**Gérard Ambrosio**  
Audit expert

Lausanne, Switzerland  
2 February 2022



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

IN THOUSANDS OF US DOLLARS (USD 000)		AT 31 DECEMBER	
	NOTES	2021	2020
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	548 878	866 648
Financial assets at fair value through profit or loss	5	2 673 566	1 505 231
Receivables and other current assets	6	1 014 707	1 359 612
Olympic Games-related deferred expenditure	11	120 975	231 564
		<u>4 358 126</u>	<u>3 963 055</u>
<b>NON-CURRENT ASSETS</b>			
Financial assets at fair value through profit or loss	5	460 968	859 580
Long-term receivables and other non-current assets	7	371 737	396 653
Tangible fixed assets	8	300 208	309 786
Intangible fixed assets	9	44 876	56 152
Olympic Games-related deferred expenditure	11	72 674	129 531
		<u>1 250 463</u>	<u>1 751 702</u>
<b>TOTAL ASSETS</b>		<u>5 608 589</u>	<u>5 714 757</u>
<b>LIABILITIES AND FUND BALANCES</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued expenses	10	561 403	337 727
Olympic Games-related advances	11	799 896	1 952 996
Deferred income	11	170 294	189 357
Financial liabilities	13	4 635	5 164
		<u>1 536 228</u>	<u>2 485 244</u>
<b>NON-CURRENT LIABILITIES</b>			
Accounts payable and accrued expenses	10	57 639	4 307
Olympic Games-related advances	11	444 971	519 769
Deferred income	11	-	270
Financial liabilities	13	145 004	142 248
Net pension plan obligations	12	62 291	89 406
		<u>709 905</u>	<u>756 000</u>
<b>FUND BALANCES</b>			
Undesignated		2 744 139	2 186 115
Designated	14	582 669	264 447
Cumulative translation adjustment		41 405	46 697
Cash flow hedges		(5 757)	(23 746)
		<u>3 362 456</u>	<u>2 473 513</u>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<u>5 608 589</u>	<u>5 714 757</u>

The notes on pages 185 to 226 are an integral part of the financial statements.



# CONSOLIDATED STATEMENT OF ACTIVITIES

		IN THOUSANDS OF US DOLLARS (USD 000)						FOR THE YEARS ENDED 31 DECEMBER					
		2021			2020								
	NOTES	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL	UNDESIGNATED	DESIGNATED (NOTE 14)	TOTAL						
<b>REVENUE</b>													
Television broadcasting rights	15	3 107 368	-	3 107 368	1 087	-	1 087						
TOP Programme marketing rights	16	835 617	-	835 617	532 374	-	532 374						
Other rights	17	39 765	-	39 765	65 758	-	65 758						
Other revenue	18	178 905	5	178 910	21 484	3 100	24 584						
		4 161 655	5	4 161 660	620 703	3 100	623 803						
<b>EXPENDITURE</b>													
<b>OLYMPIC GAMES-RELATED EXPENDITURES, CONTRIBUTIONS AND SPECIAL PROJECTS</b>													
Olympic Games-related expenditure	19	(691 710)	(49 675)	(741 385)	(17 178)	-	(17 178)						
Youth Olympic Games-related expenditure	20	(295)	-	(295)	(11 778)	(4 172)	(15 950)						
Grants and contributions		(7 977)	(44 419)	(52 396)	(17 226)	(43 721)	(60 947)						
Olympic Solidarity programme	21	-	(93 147)	(93 147)	-	(92 383)	(92 383)						
Special projects		(12 710)	(6 411)	(19 121)	(7 940)	(11 886)	(19 826)						
		(712 692)	(193 652)	(906 344)	(54 122)	(152 162)	(206 284)						
<b>DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS</b>													
Revenue distribution	22	(2 024 280)	517 912	(1 506 368)	-	-	-						
TOP Programme marketing rights	22	(553 479)	-	(553 479)	(300 369)	-	(300 369)						
		(2 577 759)	517 912	(2 059 847)	(300 369)	-	(300 369)						
<b>PROMOTION OF THE OLYMPIC MOVEMENT</b>	23	(194 612)	-	(194 612)	(118 234)	-	(118 234)						
<b>OPERATING EXPENDITURE</b>	24	(183 642)	(6 010)	(189 652)	(164 737)	(9 060)	(173 797)						
<b>EXCESS OF REVENUE/(EXPENDITURE) BEFORE FINANCIAL INCOME</b>		492 950	318 255	811 205	(16 759)	(158 122)	(174 881)						
Financial income/(expense), net	26	32 585	(33)	32 552	109 855	10 004	119 859						
<b>EXCESS OF REVENUE/(EXPENDITURE)</b>		525 535	318 222	843 757	93 096	(148 118)	(55 022)						



# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2021	2020
EXCESS OF REVENUE/(EXPENDITURE)	843 757	(55 022)
OTHER COMPREHENSIVE INCOME/(LOSS):		
ITEMS THAT WILL NOT BE RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Remeasurements of defined benefit obligations (note 12)	32 489	(2 415)
ITEMS THAT MAY BE SUBSEQUENTLY RECLASSIFIED TO THE CONSOLIDATED STATEMENT OF ACTIVITIES		
Cash flow hedges	17 989	3 645
Translation adjustment	(5 292)	12 600
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	45 186	13 830
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	888 943	(41 192)

# CONSOLIDATED STATEMENT OF CASH FLOWS

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2021	2020
<b>OPERATING ACTIVITIES</b>		
Excess of (expenditure)/revenues	843 757	(55 022)
Adjustments for:		
- Financial (income)/expense before other financial expenses	(35 720)	(123 514)
- Depreciation and amortisation	50 492	34 301
- Foreign exchange difference	(4 450)	28 665
- Change of provisions and accrued expenses	(19 373)	39 569
	834 706	(76 001)



## CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

IN THOUSANDS OF US DOLLARS (USD 000)	FOR THE YEARS ENDED 31 DECEMBER	
	2021	2020
Changes in net working capital:		
– Change in OCOGs advances and receivables, net of related payable	257 580	(114 547)
– Change in accounts payable	219 610	(30 478)
– Change in TOP Programme, other receivables and other assets	47 890	(165 038)
– Olympic Games-related deferred expenditure	167 446	(132 714)
– Olympic Games-related advances	(1 078 280)	377 386
– Olympic Games-related deferred income	(22 730)	41 779
	(408 484)	(23 612)
Interest received	47 797	60 061
Interest paid	(2 667)	(1 943)
	45 130	58 118
<b>NET CASH GENERATED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>471 352</b>	<b>(41 495)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of fixed assets paid	(19 381)	(12 641)
Proceeds from sales of fixed assets	1 474	24
Purchase of financial assets measured at fair value through profit or loss	(2 618 907)	(1 350 902)
Proceeds from sales of financial assets measured at fair value through profit or loss	1 853 391	1 422 291
<b>NET CASH GENERATED BY/(USED IN) INVESTING ACTIVITIES</b>	<b>(783 423)</b>	<b>58 772</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of principal amount of lease obligations	(4 575)	(3 467)
Borrowings reimbursement	(1 976)	(1 927)
<b>NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES</b>	<b>(6 551)</b>	<b>(5 394)</b>
<b>INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(318 622)</b>	<b>11 883</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS</b>		
At start of year	866 648	854 288
Increase/(decrease)	(318 622)	11 883
Effects of exchange rate changes	852	477
<b>AT END OF YEAR</b>	<b>548 878</b>	<b>866 648</b>

Certain comparative amounts have been adapted to reflect a change in classification.

The notes on pages 185 to 226 are an integral part of the financial statements.



# CONSOLIDATED STATEMENT OF CHANGES IN FUND BALANCES

IN THOUSANDS OF US DOLLARS (USD 000)	UNDESIGNATED FUNDS	DESIGNATED FUNDS	CUMULATIVE TRANSLATION ADJUSTMENTS	CASH FLOW HEDGES	TOTAL
<b>BALANCE AT 1 JANUARY 2020</b>	2 095 434	412 565	34 097	(27 391)	2 514 705
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	93 096	(148 118)	-	-	(55 022)
Other comprehensive income/(loss) for the year	(2 415)	-	12 600	3 645	13 830
Total comprehensive income/(loss) for the year					(41 192)
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>2 186 115</b>	<b>264 447</b>	<b>46 697</b>	<b>(23 746)</b>	<b>2 473 513</b>
Excess of revenue/(expenditure) recognised in the Consolidated Statement of Activities	525 535	318 222	-	-	843 757
Other comprehensive income/(loss) for the year	32 489	-	(5 292)	17 989	45 186
Total comprehensive income/(loss) for the year					888 943
<b>BALANCE AT 31 DECEMBER 2021</b>	<b>2 744 139</b>	<b>582 669</b>	<b>41 405</b>	<b>(5 757)</b>	<b>3 362 456</b>



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1. ACTIVITY

The International Olympic Committee (IOC), domiciled in Lausanne, Switzerland, is an international non-governmental not-for-profit organisation in the form of an association with the status of a legal person. The mission of the IOC is to lead the Olympic Movement in accordance with the Olympic Charter. The Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter, including, in addition to the IOC, the International Sports Federations (IFs), the National Olympic Committees (NOCs) including the United States Olympic and Paralympic Committee (USOPC) and the Organising Committees for the Olympic Games (OCOGs).

The IOC's revenue is largely generated from royalties on licensing television broadcasting rights for the Olympic Games, as well as revenues from the commercial exploitation of the Olympic symbol and Olympic emblems.

In addition to the activities of the IOC, these Consolidated Financial Statements include the activities of the following organisations and programmes:

- The Olympic Foundation for Culture and Heritage (OFCH), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC with the task of depicting the history and development of the Olympic Movement and associating the Movement with art and culture for specialists and the public at large worldwide.
- The Olympic Foundation (OF), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC to give support to the activities of the Olympic Movement notably in the areas of culture, education and sport.
- Olympic Solidarity (OS), a programme developed jointly by the IOC and the NOCs. Its purpose is to assist the officially recognised NOCs, especially those most in need, to fulfil their mission and make known the ideals of the Olympic Movement.
- IOC Television and Marketing Services SA (IOC TMS), a company fully owned by the OF that manages the IOC's worldwide sponsorship programme, all its other marketing activities, and activities related to broadcasting rights and new media.
- The Olympic Partner (TOP) Programme, the IOC's worldwide sponsorship programme, which is managed by IOC TMS.
- Olympic Broadcasting Services SA (OBS SA), a company fully owned by the OF, that supplies all services relating to the establishment and management of the host broadcasting function of the Olympic Games.
- Olympic Broadcasting Services SL (OBS SL), a company that provides services to OBS SA and is a fully-owned subsidiary of OBS SA.
- Olympic Channel Services SA (OCS SA), a company fully owned by the OF, which provides any types of services in relation to audio-visual programmes relating to the Olympic Movement and to sport, and ensures the distribution of such programmes through all available media, including through digital and linear broadcasting.
- Olympic Channel Services Spain SL (OCS SL), a company that provides services to OCS SA and is a fully owned subsidiary of OCS SA.

The activities of the OFCH, OF, OS, IOC TMS, TOP Programme, OBS SA, OBS SL, OCS SA and OCS SL have been consolidated with those of the IOC (together, the IOC or the Group) on the basis of the fact that the latter has a 100 per cent shareholding or control on the boards of each organisation and programme.

On 5 December 2017, the Olympic Refugee Foundation (ORF) was founded. The ORF is not consolidated in the Group's Financial Statements as per the Group's IFRS 10 Consolidated Financial Statements assessment. The IOC provides the ORF with operational and administrative services. The costs related to the provision of these services are presented as expenditures in the Group's *Consolidated Statement of Activities*.

# 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## A) Basis of preparation

The Consolidated Financial Statements are prepared in accordance with and comply with the International Financial Reporting Standards (IFRS). The significant accounting policies are described below and have been consistently applied to the years presented, unless otherwise stated. The financial statements are prepared under the historical cost convention except for *Financial assets at fair value through profit or loss* and *Derivative financial instruments*, which are shown at fair value. Transactions and balances among the consolidated organisations and programmes have been eliminated.

These Consolidated Financial Statements were approved by the IOC Executive Board on 2 February 2022.

The amounts shown in these Consolidated Financial Statements are presented in US dollars, in view of the international nature of the IOC's operations and due to the majority of its revenues being earned in that currency.

### Use of estimates and judgements

The preparation of the Consolidated Financial Statements in conformity with the IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to

accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements which have the most significant effect on the Consolidated financial statements are used in the estimation of the defined benefit pension plan (note 2I), provisions (note 2J) and impairment analysis of financial assets under IFRS 9 (note 2D). These are explained in the corresponding sections.

Certain comparative figures of the Consolidated financial statements have been reclassified to conform to the current year's presentation.

### Standards, amendments and interpretations not yet effective and which have not been early adopted

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 31 December 2021, and have not been applied in preparing these Consolidated Financial Statements.

STANDARD	TITLE	EFFECTIVE DATE
IFRS 17	Insurance Contracts	1 January 2023

IFRS 17 is not expected to have a significant effect on the Consolidated Financial Statements of the Group. There are no other IFRS or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Group.

## B) Foreign currencies

### a) Group companies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency").

The *Consolidated Statements of Activities* of the Group's entities that have a functional currency different from the presentation currency have been translated into US dollars at average exchange rates for the year and the *Statements of Financial Position* at the year-end exchange rates as at 31 December 2021 and 2020. Exchange differences arising from such translation have been taken into account in the *Consolidated Statement of Changes in Fund Balances*.

The main exchange rates used are shown in table on page 187.

### b) Transactions and balances

Foreign currency income and expenditure are accounted at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the *Consolidated Statement of Activities*. Non-monetary items carried at historical cost denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.



1 USD AGAINST		YEAR-END RATES		AVERAGE RATES	
		2021	2020	2021	2020
Swiss Franc	CHF	0.9129	0.8852	0.9153	0.9348
Euro	EUR	0.8799	0.8181	0.8478	0.8720

## C) Consolidation

### a) Subsidiaries

Subsidiaries are all entities (including the structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to or has the right to variable returns from its involvement with the entity to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that such control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair

value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired, is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the *Consolidated Statement of Activities*.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

### b) Transactions with non-controlling interests

The Group owns 100 per cent of its subsidiaries. As such, there are no non-controlling interests.

### c) Associates

Associates are all entities over which the Group has significant influence but no control, generally accompanying a shareholding of between 20 per cent and 50 per cent of the voting rights.



## D) Financial assets

The Group classifies its financial assets in the following categories: *Fair value through profit or loss* and *Amortised cost*. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

### a) Financial assets at fair value through profit or loss

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term (held for trading). Assets in this category are classified as current assets if they are expected to be realised within 12 months of the balance sheet date.

The group classifies the following assets at fair value through profit or loss:

- debt investments that do not qualify for measurement at amortised cost;
- equity investments that are held for trading; and
- derivatives.

Regular purchases and sales of investments are recognised on settlement date. *Financial assets at fair value through profit or loss* are initially recognised at fair value and transaction costs are expensed in the *Consolidated Statement of Activities*. They are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Gains or losses arising from changes in the fair value of the *Financial assets at fair value through profit or loss* category, including interest and dividend income, are presented in the *Consolidated Statement of Activities* within *Financial income*/

(*expenditure*), net, in the period in which they arise.

### b) Financial assets at amortised costs

Financial assets at amortised cost are non-derivative financial assets with fixed and determinable payments that are not quoted in an active market. These assets are held within a business model whose objective is to collect the contractual cash flows. They are included in *Current assets*, except for maturities greater than 12 months after the balance sheet date. These are classified as *Non-current assets*.

Receivables are carried at amortised cost using the effective interest method.

Observable market data were compiled to conduct an ECL impairment analysis for financial assets at amortised cost and results in no material impairment.

Please refer to section P) below for the accounting treatment of *Financial assets at fair value through other comprehensive income*.

## E) Deferred expenditure

Expenditure relating to the Olympic Games (the “Games”) not yet held is deferred and recognised in the *Consolidated Statement of Activities* upon the successful completion of the Games. These include costs incurred on certain projects which provide benefits to a number of editions of the Games.

Expenditure relating to the Youth Olympic Games is recognised in the *Consolidated Statement of Activities* when incurred.

## F) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Broadcasting equipment is depreciated according to its

effective use during the Olympic Summer Games and Olympic Winter Games once every two years.

Depreciation of fixed assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Buildings	50 years
Building and land installations	from 20 to 25 years
Leasehold improvements, furniture and equipment	from 5 to 10 years
Hardware	4 years
Collections	from 0 to 25 years

Land is stated at cost and is not depreciated. New building and land installations as well as major renewals are capitalised; maintenance, repairs and minor renewals are charged to the *Consolidated Statement of Activities* as incurred.

Lease contracts are included under *Tangible fixed assets*. Please refer to note 8.

The depreciation period and method are reviewed at least at the end of every reporting period.

## G) Intangible fixed assets

Intangible fixed assets are initially measured based on the costs incurred to acquire the assets or to put them into service. After initial recognition, they are stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Software and licences	from 4 to 5 years
Multimedia library	from 4 to 10 years
Collections	Unamortised
Information technology project	Assessed on a case-by-case basis

The amortisation period and method are reviewed at least at the end of every reporting period.



## H) Content production

Content production for the Olympic Channel digital platform is initially measured based on the costs incurred to acquire or produce the content and is directly expensed in the *Consolidated Statement of Activities* in the *Olympic Channel and Digital strategy* (disclosed under *Promotion of the Olympic Movement*).

## I) Pension obligations

The Group sponsors pension plans for employees of the IOC, OFCH and IOC TMS. These plans are cash-balance plans treated as a defined benefit plan for financial reporting purposes. The plan assets are separated and managed independently from the Group's assets. Furthermore, the Group pays contributions to savings plans for OBS SL, OCS SL, IOC and IOC TMS.

The liability or the asset recognised in the *Consolidated Statement of Financial Position* in respect of defined benefit pension plans is the present value of the defined benefit obligations at the end of the reporting period less the fair value of the plan assets. The defined benefit obligations are calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligations is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligations.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in *Other Comprehensive Income* in the period in which they arise.

Past-service costs are recognised immediately in the *Consolidated Statement of Activities*.

The assumptions used in the actuarial calculations are noted in note 12.

## J) Provision

The Group records a provision when a present obligation has arisen as a result of a past event, financial outflow is probable, and the amount can be estimated reliably. Provisions are measured at the best estimate (including risks and uncertainties) of the expenditure required to settle the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small. Each provision is measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Each provision is re-assessed each year. If an outflow is no longer probable, the provision is reversed.

The Group recorded a provision for the Olympic Games doping control programme, representing the Group's obligation to conduct a doping control programme for each Olympic Games edition aligned with the World Anti-Doping Code. Management judgements are used to estimate the doping control programme costs. The number of cases is estimated based on the total reanalysis samples for each Games and historical results. The balance of these provisions are presented under *Accounts payable and accrued expenditure* (note 10).

## K) Financial liabilities

Bank borrowings are financial liabilities categorised at amortised cost. The fair value of borrowings equals their carrying amount, as the impact of discounting is not significant.

## L) Designated funds

Funds designated for the financing of the quadrennial programme of Olympic Solidarity and the tripartite assistance to organisations of the Olympic Movement (the Olympic Movement Fund) are reported as *Designated funds* in the *Consolidated Statement of Financial Position*. The balance of these funds consists of unutilised allocations from the previous programmes to be used for the future programmes of Olympic Solidarity and the Olympic Movement Fund. Refer also to note 14.



## M) Revenue recognition

### a) Television broadcasting rights

Royalties from the licensing of television rights to broadcast the Olympic Games and Youth Olympic Games are recognised on the successful completion of the respective Games (at a point in time). Instalments received by the IOC prior to this date are deferred as they may be repayable (contract liabilities), in whole or in part, to the television networks at any time up to the completion of the Games upon the occurrence, for any reason, of one or more conditions specified in the agreements.

### b) TOP Programme rights

Revenues from TOP Programme rights are received in cash, Value in Kind (VIK) and Marketing in Kind (MIK). VIK and MIK may be convertible to cash depending on the specific contracts.

TOP Programme rights revenues received in cash as well as VIK and MIK convertible to cash are recorded over time. These revenues will be received by the IOC regardless of the nature. If not used as VIK or MIK, they will be received in cash by the end of the term. The licence to use Olympic marks is transferred throughout the term of the contract (output method). VIK and MIK non-convertible to cash are recorded at a point in time in the period the goods or services are rendered.

VIK and MIK revenues are recorded based on their underlying fair value. Fair value is considered to be the estimated market price obtainable between knowledgeable, willing parties in an arm's length transaction.

### c) Other rights

Other rights include revenue from the commercial exploitation of the Olympic symbol and Olympic emblems. The revenue represents the Group's share

of the OCOGs' marketing programmes, as well as income from other sponsorship, supply and licensing agreements. The revenue is recorded in the period the instalments become due (at a point in time), which corresponds to the period where the underlying sales are recognised. Part of this revenue is received in the form of goods or services. Revenue from the official Olympic hospitality provider is recorded over time to reflect the transfer of benefits throughout the term of the contract (output method).

### d) Other revenue

Other revenue includes Unilateral and Paralympic broadcast revenue as well as other IOC entities' revenue. Unilateral and Paralympic broadcast revenue is recognised on the successful completion of the respective Olympic Games (at a point in time). Revenue linked to the successful delivery of the Olympic Games is recognised at a point in time at the completion of the related Olympic Games. Instalments received by the IOC prior to this date are deferred as they may be repayable, in whole or in part, at any time up to the completion of the Games upon the occurrence of several conditions specified in the agreements. Other sources of revenue in this financial statement line item are recorded in the period the instalments become due or the amount is received (at a point in time).

### e) Financing components

The Group does not consider the instalments received in advance in relation to the television broadcasting rights as financing arrangements under IFRS 15. Moreover, the Group does not expect to have any other contracts where the period between the transfer of the services to the customer and payment by the customer exceeds one year. Therefore, the Group does not book any valuation adjustments for the time value of money.

## N) Revenue distribution

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenue from the successful completion of the Olympic Games includes cash and VIK revenues from television broadcasting rights, TOP Programme rights and part of the royalties income. Revenue distributed to OCOGs and the USOPC, and Olympic Games-related expenditure, are deducted from the distributable revenue to calculate the equal shares attributable to the IFs, the NOCs and the IOC.

The TOP Programme rights proceeds, net of related management fees, are allocated between the IOC, OCOGs and NOCs based on a standard formula agreed by the parties. Such distribution is recorded in line with the aforementioned policy with respect to the recognition of TOP Programme rights.

## O) Income taxes

The IOC, the OF and the OFCH are exempt from paying income taxes. Income taxes expensed by IOC TMS, OBS SA and OBS SL, as at 31 December 2021 and 2020 are included in *Operating Expenditure* and amount to USD 3.37 million in 2021 and USD 0.34 million in 2020. Income taxes expensed by OCS SA and OCS SL are included in the *Olympic Channel and Digital strategy* (disclosed under *Promotion of the Olympic Movement*) and amount to USD 0.72 million in 2021 and USD 0.43 million in 2020.

## P) Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss



depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. All fair value changes of derivatives not designated as hedging instruments are recognised immediately in the *Consolidated Statement of Activities*.

The Group designates certain derivatives as hedges of a particular risk associated with a recognised asset or liability, or a highly probable forecast transaction (cash flow hedges).

Certain financial instrument transactions provide effective economic hedges under the Group's risk management policies; however, they do not qualify for hedge accounting under the specific rules in IFRS 9. As a consequence, the hedging instrument and the hedged item are reported independently as if there were no hedging relationship.

At the inception of the transaction, the group documents the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are effective in offsetting changes in the cash flows of hedged items.

#### **Cash flow hedges**

The effective portion of changes in the fair value of financial assets that are designated and qualify as cash flow hedges is recognised in *Other Comprehensive Income*. Amounts accumulated in equity are reclassified to the *Consolidated Statement of Activities* in the periods when the hedged item affects profit or loss (for example, when

the forecast distribution that is hedged takes place). When a hedging instrument expires or is sold, or when a hedge is no longer designated for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the *Consolidated Statement of Activities*. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the *Consolidated Statement of Activities* within *Financial income/(expenditure), net*.

# 3. FINANCIAL RISK MANAGEMENT

## A) Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of changes in foreign currency exchange rates and interest rates.

Its overall risk management programme seeks to minimise potential adverse effects on the activities of the Group. The Group uses derivative financial instruments such as foreign currency options, interest rate swaps, swaptions and forward contracts to cover certain exposures.

Risk management is carried out by the Treasury section under the limits determined by the Finance Commission and the policies approved by the IOC Executive Board.

### a) Foreign exchange risk

The Group is exposed to foreign exchange risks mainly because most of its revenues are generated in various currencies, including USD, EUR, GBP, AUD, CAD and JPY whereas its operating expenditure is essentially CHF-based. Foreign currency option and forward contracts are used to reduce the related exposure.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

A portion of the IOC's JPY portfolio, amounting to USD 24.7 million (2020: USD 85.0 million), has been designated as a hedging instrument to hedge currency risks on future JPY-based disbursements from the IOC contribution (*Cash flow hedges*). As of 31 December 2021, most of the IOC contribution has been paid and hedge accounting is no longer applied on the related hedge relationship. In the current year, the effective portion of exchange loss on the related JPY portfolio has been recognised in *Other Comprehensive Income*, for a total amount of USD 6.8 million (2020: USD 8.4 million gain). Simultaneously, the total accumulated gain of USD 10.9 million has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution*.

A currency forward contract, amounting to USD 550.6 million has been designated as a hedging instrument to hedge currency risks on future JPY-based contractual broadcasting advances (*Cash flow hedges*). The forward contract matured in May 2020 and starting from this date, hedge accounting is no longer applied on the related hedge relationship. The effective portion of change in fair value of the related forward contract until May 2020 has been recognised in *Other Comprehensive Income*, as a total loss of USD 4.4 million in 2020. In 2021, a loss of USD 34.4 million has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Television broadcasting rights revenue*. The negative balance remaining

in the cash flow hedge reserve amounts to USD 4.6 million and will be recycled to the *Consolidated Statement of Activities* in 2022 and 2024.

A portion of the IOC's EUR portfolio, amounting to USD 0.9 million (2020: USD 1.2 million), has been designated as a hedging instrument to hedge currency risks on future EUR-based disbursements from the IOC contribution (*Cash flow hedges*). Starting from 31 December 2021, Hedge accounting is discontinued on the related hedge relationship as the risk management objective has changed. The effective portion of exchange gain on the related EUR portfolio has been recognised in *Other Comprehensive Income*, for a total amount of USD 0.1 million (2020: USD 0.3 million loss). Simultaneously, in 2021, a loss of USD 1.2 million has been recycled from *Other Comprehensive Income* to the *Consolidated Statement of Activities*, within *Revenue distribution*. The negative balance remaining in the cash flow hedge reserve amounts to USD 1.1 million and will be recycled to the *Consolidated Statement of Activities* in 2022 and 2024.

The 2021 loss of USD 0.1 million (2020: USD 4.9 million gain) relating to the ineffective portion is recognised immediately in the *Consolidated Statement of Activities* within *Financial income/(expenditure), net*.

The following table shows the Group's sensitivity to the above-mentioned foreign currencies (in millions of USD):



	2021		2020		2020	
	IMPACT ON P/L		IMPACT ON P/L		IMPACT ON EQUITY	
	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD	10% DECREASE VS USD	10% INCREASE VS USD
EUR	(17.9)	17.9	(24.3)	24.4	(0.1)	0.1
JPY	2.7	(2.7)	(0.6)	0.6	(8.5)	8.5
CHF	12.2	(12.2)	5.5	(5.5)		
AUD	(9.7)	9.7	(7.2)	7.2		
GBP	(1.0)	1.0	(1.7)	1.7		
CAD	(7.6)	7.6	(5.4)	5.4		
CNY	(1.7)	1.7	-	-		

Starting from 31 December 2021, hedge accounting is no longer applied within the Group. There is therefore no longer any impact on Equity.

#### b) Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets. These exposures are managed partly through the use of derivative financial instruments such as interest rate swaps, rate options and swaptions.

At 31 December 2021, if the interest rates had increased by 1%, with all other variables held constant, *Excess of revenue/ (expenditure)* for the year would have deteriorated by USD 9.6 million (2020: USD 19.6 million), mainly as a result of the change in the fair value of bond instruments included in *Financial assets at fair value through profit or loss*. If the rates had decreased by 1%, *Excess of revenue/ (expenditure)* would have improved by USD 9.9 million (2020: USD 19.9 million).

#### c) Credit risk

A substantial part of the Group's revenues is generated from the licensing of television broadcasting rights and other rights. The Group believes that all amounts due under such rights are fully collectible. The majority of broadcasting related cash flows is collected in advance of the Games. The

Group has policies which limit the amount of credit and investment exposures. Cash is placed, derivative instruments are entered into, and custodian agreements are made with Swiss banks. Investment securities represent notes issued by major corporations and government entities, as well as investment fund units issued by major banks. The collectability from customers is highly probable, and no significant write-off was recognised in the past.

Observable market data were compiled to proceed with an Expected Credit Losses Impairment analysis and no material impairment was found.

#### d) Market risk

The Group is exposed to market risk because of its *Financial assets at fair value through profit or loss* other than money market instruments. These exposures are managed by the Group using the financial risk management policies described below.

At 31 December 2021, if the equity indexes had increased/decreased by 10%, with all other variables held constant, *Excess of revenue/ (expenditure)* for the year would have improved/deteriorated by USD 34.4 million (2020: USD 32.8 million), mainly as a result of the change in fair value of equity-based instruments included in *Financial assets at fair value through profit or loss*.

#### e) Liquidity risk

The Treasury section monitors and manages cash at the Group level and prepares rolling forecasts of the Group's liquidity position on an ongoing basis. Such forecasting takes into consideration the contractual terms of cash inflows and outflows under television broadcasting rights and TOP Programme agreements, the IOC's funding of contractual obligations towards other organisations of the Olympic Movement, and the operating expenses of the Group's organisations and programmes.

The table on the following page analyses the Group's non-derivative financial liabilities and net settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date and the contractual maturity date. The amounts stated in the table are the contractual undiscounted cash flow.



<b>AT 31 DECEMBER 2021 (USD 000)</b>	<b>UNDER 1 YEAR</b>	<b>1-2 YEARS</b>	<b>2-5 YEARS</b>	<b>OVER 5 YEARS</b>
Accounts payable	234 363	-	50 412	-
Lease obligation	2 104	2 352	5 056	8 005
Bank borrowings	1 972	1 972	5 915	115 182
<b>BALANCE AT 31 DECEMBER 2021</b>	<b>238 439</b>	<b>4 324</b>	<b>61 383</b>	<b>123 187</b>

<b>AT 31 DECEMBER 2020 (USD 000)</b>	<b>UNDER 1 YEAR</b>	<b>1-2 YEARS</b>	<b>2-5 YEARS</b>	<b>OVER 5 YEARS</b>
Accounts payable	234 482	-	-	-
Lease obligation	3 131	1 660	748	-
Bank borrowings	2 033	2 033	6 100	120 821
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>239 646</b>	<b>3 693</b>	<b>6 848</b>	<b>120 821</b>

## B) Financial risk management policy

### a) Overview and objectives

The IOC receives and distributes funds to the various pillars of the Olympic Movement. The Finance Commission and the Executive Board adopt policies and procedures to govern the management of these funds, the level of market and credit risk that can be assumed, and the reports to be submitted.

The policies described below are followed in the management of the funds directly under the control of the IOC. These funds are kept in four separate portfolios herein denominated as the IOC portfolio, the Olympic Foundation portfolio, the Olympic Solidarity portfolio and the TOP Programme portfolio.

The Olympic Foundation portfolio is the IOC's primary reserve fund. Its purpose is to cover the IOC's operating expenses over an Olympiad in which no Games are held, as part of the overall IOC risk management strategy.

The Olympic Solidarity portfolio holds the funds which are to be distributed by Olympic Solidarity.

The TOP Programme portfolio holds the funds to cover the risk of future deficits of the programme.

The objective of this policy statement is to outline for each portfolio (a) the purpose of the portfolio, its return objectives and its level of risk; (b) the type of investment instruments permitted with the limits by type of instrument; (c) the maximum market risk limits to be assumed by the portfolios, by duration and value-at-risk measures; (d) the limits on debt investments by credit rating; and (e) the reporting requirements.

### b) Responsibilities

The Finance Commission is responsible for recommending policies for approval by the Executive Board. These portfolios are managed by the Treasurer and overseen by the Treasury Committee and the Finance Commission. The members of the Treasury Committee are the Chair of the Finance Commission, the Director General, the Chief Operating Officer, the Finance Director and the Treasurer.

The Executive Board approves the investment strategy for the IOC, the Olympic Foundation and the TOP Programme portfolios on the recommendation of the Finance Commission, and thereafter

exercises overall supervision of its implementation. The execution of approved investment strategies is the responsibility of the Treasury Committee. The investment strategy of the Olympic Solidarity portfolio is subject to the prior approval of the Olympic Solidarity Commission. The Treasurer is responsible for implementing the approved strategies and ensuring compliance with policy limits.

### c) IOC portfolio

The IOC portfolio includes funds of a restricted nature derived primarily from broadcasting rights contracts which may have to be reimbursed in foreign currency under certain circumstances, within an uncertain period of time. The remainder of the portfolio is used to finance operating expenses, made usually in CHF, and other cash outflows.

The short-term nature and uncertainty of the claims on the IOC portfolio suggest that it should have a modest risk profile, where the principal attribute is capital preservation.

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers



- Foreign-exchange spots and forwards
- Structured products with 100% capital guarantees
- Foreign-exchange options
- Interest rate swaps and derivatives such as options, forward rate agreements or swaptions
- Money market funds

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

For fixed-income securities, the following limits apply:

- The securities must have a rating of A or above on the Bloomberg Composite Rating. If a rating falls below A during the bond's lifetime, a deeper analysis has to be carried out and the case submitted at the next Treasury Committee meeting.
- The following rating limits apply:
 

AAA and AA Bonds	60-100%
A bonds	0-40%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed four years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes (primarily callable), maximum 20% of the market value of the bond portfolio.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For derivatives:

Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.

Forward foreign exchange contracts are always covered by an underlying asset in the portfolio. Securities lending operations are forbidden.

#### d) Olympic Foundation portfolio

The Olympic Foundation has been entrusted by the IOC to give support to the activities of the Olympic Movement. The Olympic Foundation portfolio will ensure it has sufficient investments realisable with a minimum of loss so as to cover the IOC's operating cash requirements in the event of a cancellation of any future Olympic Games. In addition, since the Games of the XXVIII Olympiad in Athens, the IOC has put in place Games cancellation and abandonment insurances to mitigate financial exposure in the case of a Games cancellation or abandonment and ensure its operational viability.

The portfolio has a long-term orientation and has an absolute return objective. The investment universe is broad and therefore the risk appetite is higher than for the IOC portfolio.

External mandates for some specific investments are permitted.

Types of investments permitted include:

- Money market instruments, notes, bonds and bond funds
- Euro Commercial Papers
- Common equities and exchange-traded funds
- Mutual funds which invest in the securities described above
- Emerging market debt and equity funds
- Alternative investments, such as funds of private equity or hedge funds
- Real estate funds or real estate direct investments
- Commodities
- Structured products with 100% capital guarantees
- Foreign-exchange spots and forwards
- Options on foreign exchange and rates

For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:
 

AAA and AA bonds	55-100%
A bonds	0-40%
BBB, BB and B bonds	0-5%

 Unrated bonds are not permitted.
- The duration of the fixed-income portfolio must not exceed 10 years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes with principal protection should not exceed 20% of the market value of the bond portfolio.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

For common equities, the following limits apply:

- Positions in any single equity must be limited to 6% of the market value of the equity portfolio. Positions in any single equity fund and fund of funds must be limited to 12% of the equity portfolio.
- Emerging market equities cannot exceed 20% of the market value of the equity portfolio.
- The proportion of the portfolio invested in equities cannot exceed 30% of the total market value of the portfolio.

For alternative investments, the following limits apply:

- The proportion of the portfolio invested in alternative investments, such as hedge funds and funds of funds, cannot exceed 15% of the total market value of the portfolio.



For commodities investments, the following limits apply:

- Investments must be limited to 10% of the market value of the total portfolio.

For real estate investments, the following limits apply:

- Direct investments in real estate and real estate funds must be limited to 10% of the market value of the total portfolio.

For derivatives:

- Short options are permitted for the purpose of yield enhancement, and are always covered by an underlying asset in the portfolio.
- Forward foreign exchange contracts are always covered by an underlying asset in the portfolio.
- Securities lending operations are forbidden.

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

### Currency allocation

Olympic Foundation investments can be made in every convertible currency. Nevertheless, the following ranges should be maintained and respected:

- 80-100% of the total of investments in USD
- 0-20% of the total of investments in EUR
- 0-10% of the total of investments in CHF
- 0-5% of the total of investments in other currencies

### e) Olympic Solidarity portfolio

The strategy consists of managing the biennial Olympic Games revenue distribution and matching the investments with the forecast outflows. The portfolio should have a low-risk profile, where the principal objective is capital preservation. It is short-term oriented and has an absolute return objective.

### 1. Olympic Solidarity operational funds

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers

For fixed-income securities, the following limits apply:

- Ratings: the following Bloomberg Composite Rating limits must apply:
 

AAA and AA bonds	50-100%
A bonds	0-50%

 If a bond is suddenly downgraded below A, the IOC Finance Department will notify Olympic Solidarity in order to conduct a further analysis and reassess the risk.
- The duration of the fixed-income portfolio must not exceed five years, and the 90-day value-at-risk must remain below 6% of the market value.
- Total exposure to any group corporate issuer should not exceed 6% of the market value of the total bond portfolio, including the earmarked fund.

For Euro Commercial Papers:

- Euro Commercial Papers are booked as money market instruments.
- The securities must have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity must not exceed 12 months.

### 2. Olympic Solidarity earmarked fund

After the Olympic Games London 2012, an earmarked fund was created. The aim of this fund is to cover potential smaller future allocations from the Olympic Games revenue distribution.

The fund can be invested in all types of products detailed under section 1 above, and up to a maximum of 15% of the earmarked fund, in the following additional instruments:

- Common equities and exchange-traded funds

- Emerging market debt and equity funds
- Alternative investments, such as mutual funds or hedge funds which invest in the securities described above

All investments will be carried out in USD-denominated assets.

All other types of investments require prior approval by the Olympic Solidarity Commission.

### f) TOP Programme portfolio

Like Olympic Solidarity, the TOP Programme has one operational fund and one earmarked fund.

The TOP Programme earmarked fund was set up in 2009 with the marketing results from previous TOP Programmes. Its purpose is to cover a possible deficit of the TOP Programme. If there is no deficit, the investments will be extended to future programmes.

Since the business model of the TOP Programme is similar to that for Olympic Solidarity, by analogy, the same investment policies apply. However, the TOP Programme investments can be made in several currencies.

All other types of investments require prior approval by the Treasury Committee and/or the Finance Commission.

### g) Custodian banks

The assets of the various entities of the IOC group should be held in several banks for diversification purposes. None of them should have more than 40% of the global assets. This limit can be temporarily exceeded due to significant cash inflows.

### h) Benchmarks

Each category of investment allocated to the IOC portfolios should have an identified benchmark index. This is used to compare



the actual total return of the components of the IOC portfolios with a corresponding passive index.

#### **i) Reporting**

Reports on the investment portfolios must be presented to the Finance Commission on a semi-annual basis, and on a quarterly basis to the Treasury Committee. In addition, a dashboard report is issued every month and sent to the IOC management. This report assesses the full compliance of investments with the risk policies. Any deviation is underlined, and the follow-up and the final decision are taken by the management.

#### **j) Policy exceptions and update**

Policy exceptions may be approved in cases when exceptional events require immediate action, and it is not feasible to convene a meeting of the Finance Commission. In the case of proposed actions that could result in exceeding a policy limit, approval must be obtained at least from the IOC Finance Director and the Chair of the Finance Commission, before proceeding. At the following Treasury Committee meeting, the transaction(s) must be presented for ratification.

During 2021, as in 2020, the dashboard did not reveal any significant discrepancy with the risk management policies.

These policies are reviewed at the latest every two years and should contain a reassessment of the portfolio objectives, risk profiles, permitted investments/currencies and asset allocation mix.

The last update was carried out in June 2021 and was approved by the IOC Finance Commission on 4 June 2021 and by the IOC Executive Board on 8 June 2021.

### **C) Strategy for managing own funds**

Fund balances include designated funds which are set aside for financing the Olympic Solidarity programmes and to fulfil engagements related to the Olympic Movement Fund. Undesignated funds are kept for the purpose of financing the Olympic Foundation portfolio and the Group's working capital.

### **D) Fair value estimation**

The table below analyses the financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).



The following table presents the Group's assets and liabilities measured at fair value at 31 December 2021.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	427 015	-	-	427 015
- Money market funds	1 431 841	-	-	1 431 841
- Bonds	847 398	-	-	847 398
- Equity	179 963	-	5 179	185 142
- Alternative investments	-	158 320	-	158 320
- Real estate funds	84 818	-	-	84 818
- Derivative financial instruments	-	(7 079)	-	(7 079)
<b>TOTAL ASSETS AND LIABILITIES</b>	<b>2 971 035</b>	<b>151 241</b>	<b>5 179</b>	<b>3 127 455</b>

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2020.

USD 000	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Financial assets and liabilities at fair value through profit or loss:				
- Bank deposits	43 161	-	-	43 161
- Money market funds	784 887	-	-	784 887
- Bonds	1 129 152	-	-	1 129 152
- Equity	158 113	-	4 849	162 962
- Alternative investments	-	164 618	-	164 618
- Real estate funds	79 972	-	-	79 972
- Derivative financial instruments	-	(10 827)	-	(10 827)
<b>TOTAL ASSETS AND LIABILITIES</b>	<b>2 195 285</b>	<b>153 791</b>	<b>4 849</b>	<b>2 353 925</b>

Note that alternative investments consist of hedge funds positions and private equity funds.

The fair value of the financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions. The quoted

market price used for the financial assets held by the Group is the last daily quoted price. These instruments are included in Level 1. The instruments included in Level 1 are composed primarily of equity investments, bonds and bank deposits classified as *Financial assets at fair value through profit or loss*.

The fair value of the financial instruments that are not traded in an active market (for example, over-the-counter derivatives and alternative investments) is determined by

using valuation techniques. These valuation techniques maximise the use of observable market data where this is available, and rely as little as possible on entity-specific estimates. If all the significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs are not based on observable market data, the instrument is included in Level 3.



The following table presents the changes in Level 3 instruments for the year ended 31 December 2021.

USD 000	EQUITY
Opening balance	4 849
Purchases of Level 3 instruments	-
Sales of Level 3 instruments	(447)
Gains and losses recognised in profit or loss	777
Closing balance	5 179
<b>TOTAL GAINS OR LOSSES FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD</b>	<b>777</b>

The following table presents the changes in Level 3 instruments for the year ended 31 December 2020.

USD 000	EQUITY
Opening balance	7 273
Purchases of Level 3 instruments	259
Sales of Level 3 instruments	(632)
Gains and losses recognised in profit or loss	(2 051)
Closing balance	4 849
<b>TOTAL GAINS OR LOSSES FOR THE PERIOD INCLUDED IN THE CONSOLIDATED STATEMENT OF ACTIVITIES FOR ASSETS HELD AT THE END OF THE REPORTING PERIOD</b>	<b>(2 051)</b>

# 4. CASH AND CASH EQUIVALENTS

USD 000	2021	2020
Cash at bank and in hand	274 091	255 879
Bank deposits:		
- in USD	274 787	542 882
- in CAD	-	45 035
- in AUD	-	22 852
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>548 878</b>	<b>866 648</b>

# 5. FINANCIAL ASSETS

## A) MOVEMENTS IN FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

USD 000	2021	2020
<b>FOR THE YEAR ENDED 31 DECEMBER</b>		
Opening balance	2 364 811	2 375 841
Additions	2 619 060	1 350 902
Disposals	(1 853 391)	(1 422 291)
Gains/(losses) on sale of financial assets (note 26)	(3 267)	(2 105)
Exchange gains/(losses)	(8 091)	11 967
Increase/(decrease) in market value	15 412	50 497
<b>CLOSING BALANCE</b>	<b>3 134 534</b>	<b>2 364 811</b>
<b>AS AT 31 DECEMBER</b>		
Current	2 673 566	1 505 231
Non-current	460 968	859 580
<b>TOTAL OF FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>	<b>3 134 534</b>	<b>2 364 811</b>



**B) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS BY PORTFOLIO AND CLASSES**

USD 000	2021	2020
<b>A) INTERNATIONAL OLYMPIC COMMITTEE</b>		
Bank deposits	414 015	43 161
Money market funds	534 158	381 372
Bonds	348 295	489 945
	<u>1 296 468</u>	<u>914 478</u>
<b>B) OLYMPIC FOUNDATION</b>		
Bank deposits	13 000	–
Money market funds	74 913	12 446
Bonds	373 569	463 786
Equity	185 142	162 962
Alternative investments	136 346	133 570
Real estate funds	84 818	79 972
Derivative financial instruments	–	59
	<u>867 788</u>	<u>852 795</u>
<b>C) OLYMPIC SOLIDARITY</b>		
Money market funds	241 796	39 776
Bonds	120 990	170 793
Alternative investments	21 974	31 048
	<u>384 760</u>	<u>241 617</u>
<b>D) TOP PROGRAMME</b>		
Money market funds	580 974	351 293
Bonds	4 544	4 628
	<u>585 518</u>	<u>355 921</u>
<b>TOTAL PORTFOLIOS</b>	<u>3 134 534</u>	<u>2 364 811</u>
<b>TOTAL BY CLASSES</b>		
Bank deposits	427 015	43 161
Money market funds	1 431 841	784 887
Bonds	847 398	1 129 152
Equity	185 142	162 962
Alternative investments	158 320	164 618
Real estate funds	84 818	79 972
Derivative financial instruments	–	59
	<u>3 134 534</u>	<u>2 364 811</u>

Note that *Cash and cash equivalents* (note 4) are not included in the figures above.


**C) FINANCIAL ASSETS BY CATEGORY**

USD 000	FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
<b>ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2021</b>			
Current assets:			
- Cash and cash equivalents (note 4)	-	548 878	548 878
- Financial assets at fair value through profit or loss (note 5A)	2 673 566	-	2 673 566
- Receivables and other current assets (note 6)	-	1 014 707	1 014 707
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	460 968	-	460 968
- Long-term receivables and other non-current assets (note 7)	-	371 737	371 737
<b>TOTAL</b>	<b>3 134 534</b>	<b>1 935 322</b>	<b>5 069 856</b>
<b>ASSETS AS PER STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2020</b>			
Current assets:			
- Cash and cash equivalents (note 4)	-	866 648	866 648
- Financial assets at fair value through profit or loss (note 5A)	1 505 231	-	1 505 231
- Receivables and other current assets (note 6)	-	1 359 612	1 359 612
Non-current assets:			
- Financial assets at fair value through profit or loss (note 5A)	859 580	-	859 580
- Long-term receivables and other non-current assets (note 7)	-	396 653	396 653
<b>TOTAL</b>	<b>2 364 811</b>	<b>2 622 913</b>	<b>4 987 724</b>

Except where mentioned in the relevant notes, the carrying amount of each class of financial assets stated in the table above approximates the fair value.



# 6. RECEIVABLES AND OTHER CURRENT ASSETS

USD 000	2021	2020
Advances to the Organising Committees for the Olympic Games:		
– Tokyo 2020	–	438 663
– Beijing 2022	188 236	–
Receivables from the Organising Committees for the Olympic Games:		
– Tokyo 2020	90	7 991
– Beijing 2022	11 668	4 674
– Other Organising Committees	217	248
TOP Programme rights receivable	60 133	21 778
Television broadcasting rights receivable	444 975	489 193
Recoverable withholding taxes and VAT	50 600	11 711
Accrued income	147 090	260 028
Accrued interest receivable	12 318	12 069
Prepaid expenses and advances	83 917	64 318
Other receivables	14 843	8 284
Financial support to International Federations	620	40 655
<b>TOTAL RECEIVABLES AND OTHER CURRENT ASSETS</b>	<b>1 014 707</b>	<b>1 359 612</b>

As of 31 December 2021, receivables of USD 70.5 million were past due. As of 31 December 2020, receivables of USD 25.5 million were past due.

The advances and receivables to OCOGs are guaranteed by their respective governments, which have the following Standard & Poor's ratings as of 31 December 2021: the Japanese government (Tokyo 2020) A+ (2020: A+) and the Chinese government (Beijing 2022) A+ (2020: A+).



# 7. LONG-TERM RECEIVABLES AND OTHER NON-CURRENT ASSETS

USD 000	2021	2020
Advances to the Organising Committees for the Olympic Games:		
– Beijing 2022	–	109 114
– Paris 2024	146 234	9 941
– Milano Cortina 2026	16 586	–
– Los Angeles 2028	144 000	108 000
Television broadcasting rights receivable	53 746	159 144
Accrued income	–	1 342
Loan to associates	3 345	3 449
Deferred tax receivable	3 614	3 463
Guarantee deposits	1 710	1 804
Prepaid expenses and advances	576	329
Other financial assets	66	67
Financial support to International Federations	1 860	–
<b>TOTAL RECEIVABLES AND OTHER NON-CURRENT ASSETS</b>	<b>371 737</b>	<b>396 653</b>

The advances to OCOGs are guaranteed by their respective national/local governments, which have the following Standard & Poor ratings as of 31 December 2021: the Chinese government (Beijing 2022) A+ (2020: A+), the French government (Paris 2024 ) AA (2020: AA), the Italian government (Milano Cortina 2026) BBB and the government of the City of Los Angeles (Los Angeles 2028) AA (2020: AA).

At 31 December 2021, TV broadcasting rights receivable are concentrated on a single counterpart rated by Standard & Poor's A- (2020: A-).



# 8. TANGIBLE FIXED ASSETS

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE AND EQUIPMENT	HARDWARE	BROADCASTING EQUIPMENT	COLLECTIONS	CONSTRUCTION IN PROGRESS	TOTAL
<b>AT 1 JANUARY 2020</b>							
Cost	269 450	59 769	20 342	64 309	13 836	4 622	432 328
Accumulated depreciation	(21 710)	(32 749)	(14 959)	(54 424)	(1 849)	-	(125 691)
<b>NET BOOK AMOUNT</b>	<b>247 740</b>	<b>27 020</b>	<b>5 383</b>	<b>9 885</b>	<b>11 987</b>	<b>4 622</b>	<b>306 637</b>
<b>YEAR ENDED 31 DECEMBER 2020</b>							
Opening net book amount	247 740	27 020	5 383	9 885	11 987	4 622	306 637
Exchange differences	8 109	1 243	291	-	1	435	10 079
Additions/disposals, net	633	829	1 794	882	9 246	407	13 791
Transfer, net	-	2	-	-	-	(2)	-
Depreciation charge	(9 211)	(7 944)	(3 339)	(111)	(116)	-	(20 721)
<b>CLOSING NET BOOK AMOUNT</b>	<b>247 271</b>	<b>21 150</b>	<b>4 129</b>	<b>10 656</b>	<b>21 118</b>	<b>5 462</b>	<b>309 786</b>
<b>AT 31 DECEMBER 2020</b>							
Cost	279 884	64 395	22 790	66 292	23 084	5 462	461 907
Accumulated depreciation	(32 613)	(43 245)	(18 661)	(55 636)	(1 966)	-	(152 121)
<b>NET BOOK AMOUNT</b>	<b>247 271</b>	<b>21 150</b>	<b>4 129</b>	<b>10 656</b>	<b>21 118</b>	<b>5 462</b>	<b>309 786</b>
<b>YEAR ENDED 31 DECEMBER 2021</b>							
Opening net book amount	247 271	21 150	4 129	10 656	21 118	5 462	309 786
Exchange differences	(3 453)	(469)	(197)	(2)	(1)	(473)	(4 595)
Additions/disposals, net	15 586	1 527	1 782	772	68	7 402	27 137
Transfer, net	-	-	-	4 934	-	(4 934)	-
Depreciation charge	(8 763)	(8 041)	(2 940)	(12 259)	(117)	-	(32 120)
<b>CLOSING NET BOOK AMOUNT</b>	<b>250 641</b>	<b>14 167</b>	<b>2 774</b>	<b>4 101</b>	<b>21 068</b>	<b>7 457</b>	<b>300 208</b>
<b>AT 31 DECEMBER 2021</b>							
Cost	290 948	62 769	23 142	51 060	23 151	7 457	458 527
Accumulated depreciation	(40 307)	(48 602)	(20 368)	(46 959)	(2 083)	-	(158 319)
<b>NET BOOK AMOUNT</b>	<b>250 641</b>	<b>14 167</b>	<b>2 774</b>	<b>4 101</b>	<b>21 068</b>	<b>7 457</b>	<b>300 208</b>

## RECONCILIATION OF THE DEPRECIATION CHARGE (USD 000)

Included in:

	2021	2020
- Operating expenditure (note 24)	7 218	7 094
- Promotion of the Olympic Movement (note 23)	8 353	9 729
- Youth Olympic Games-related expenditure (note 20)	-	111
- Olympic Games-related deferred expenditure (note 11)	16 549	3 788
<b>TOTAL DEPRECIATION – TANGIBLES</b>	<b>32 120</b>	<b>20 722</b>



The table below summarises the movements in right-of-use assets as per IFRS 16.

USD 000	LAND, BUILDINGS, INSTALLATIONS	LEASEHOLD IMPROVEMENTS, FURNITURE AND EQUIPMENT	TOTAL
<b>YEAR ENDED 31 DECEMBER 2020</b>			
Opening net book amount	6 520	1 732	8 252
Additions/disposals, net	-	-	-
<b>TOTAL ASSETS RECOGNISED</b>	<b>6 520</b>	<b>1 732</b>	<b>8 252</b>
Exchange differences	199	50	249
Depreciation charge	(2 651)	(812)	(3 463)
<b>CLOSING NET BOOK AMOUNT</b>	<b>4 068</b>	<b>970</b>	<b>5 038</b>
<b>AT 31 DECEMBER 2020</b>			
Cost	6 719	1 782	8 501
Accumulated depreciation	(2 651)	(812)	(3 463)
<b>NET BOOK AMOUNT</b>	<b>4 068</b>	<b>970</b>	<b>5 038</b>
<b>YEAR ENDED 31 DECEMBER 2021</b>			
Opening net book amount	4 068	970	5 038
Additions/disposals, net	15 588	301	15 889
<b>TOTAL ASSETS RECOGNISED</b>	<b>19 656</b>	<b>1 271</b>	<b>20 927</b>
Exchange differences	(607)	49	(558)
Depreciation charge	(2 175)	(926)	(3 101)
<b>CLOSING NET BOOK AMOUNT</b>	<b>16 874</b>	<b>394</b>	<b>17 268</b>
<b>AT 31 DECEMBER 2021</b>			
Cost	24 072	2 949	27 021
Accumulated depreciation	(7 198)	(2 555)	(9 753)
<b>NET BOOK AMOUNT</b>	<b>16 874</b>	<b>394</b>	<b>17 268</b>

Right-of-use assets consist of an office building, warehouses, cars and machines. A corresponding lease liability has been recognised under *Financial liabilities* (note 13).

The right-of-use assets are all depreciated from the commencement date to the earlier of the end of the useful life of the asset or the end of the lease term. Lease durations have been assessed on a case-by-case basis depending on the terms and conditions specified in each contract and the estimated time spent for which their renewal is more than likely (note 13). When considering the useful life of the underlying asset, the Group applied the accounting policies as described in note 2F.

The lease terms include no restrictions of use. However the underlying assets cannot be pledged for any purpose.



# 9. INTANGIBLE FIXED ASSETS

USD 000	SOFTWARE AND LICENCES	MULTIMEDIA AND LIBRARY	COLLECTIONS	INTANGIBLES UNDER CONSTRUCTION	TOTAL
<b>AT 1 JANUARY 2020</b>					
Cost	51 663	51 805	29 689	5 348	138 505
Accumulated amortisation	(34 920)	(39 808)	(4 911)	-	(79 639)
<b>NET BOOK AMOUNT</b>	<b>16 743</b>	<b>11 997</b>	<b>24 778</b>	<b>5 348</b>	<b>58 866</b>
<b>YEAR ENDED 31 DECEMBER 2020</b>					
Opening net book amount	16 743	11 997	24 778	5 348	58 866
Exchange differences	1 285	-	-	598	1 883
Additions/disposals, net	724	-	84	8 011	8 819
Transfer, net	6 092	-	-	(6 092)	-
Amortisation charge	(9 059)	(4 357)	-	-	(13 416)
<b>CLOSING NET BOOK AMOUNT</b>	<b>15 785</b>	<b>7 640</b>	<b>24 862</b>	<b>7 865</b>	<b>56 152</b>
<b>AT 31 DECEMBER 2020</b>					
Cost	60 995	51 805	29 773	7 865	150 438
Accumulated amortisation	(45 210)	(44 165)	(4 911)	-	(94 286)
<b>NET BOOK AMOUNT</b>	<b>15 785</b>	<b>7 640</b>	<b>24 862</b>	<b>7 865</b>	<b>56 152</b>
<b>YEAR ENDED 31 DECEMBER 2021</b>					
Opening net book amount	15 785	7 640	24 862	7 865	56 152
Exchange differences	(1 077)	-	-	(365)	(1 442)
Additions/disposals, net	902	-	-	8 160	9 062
Transfer, net	13 280	-	-	(13 280)	-
Amortisation charge	(14 543)	(4 353)	-	-	(18 896)
<b>CLOSING NET BOOK AMOUNT</b>	<b>14 347</b>	<b>3 287</b>	<b>24 862</b>	<b>2 380</b>	<b>44 876</b>
<b>AT 31 DECEMBER 2021</b>					
Cost	71 427	51 806	29 772	2 380	155 385
Accumulated amortisation	(57 080)	(48 519)	(4 910)	-	(110 509)
<b>NET BOOK AMOUNT</b>	<b>14 347</b>	<b>3 287</b>	<b>24 862</b>	<b>2 380</b>	<b>44 876</b>
<b>RECONCILIATION OF THE AMORTISATION CHARGE (USD 000)</b>				<b>2021</b>	<b>2020</b>
Included in:					
– Operating expenditure (note 24)				4 639	4 976
– Promotion of the Olympic Movement (note 23)				6 103	6 989
– Olympic Games-related deferred expenditure (note 11)				8 154	1 451
<b>TOTAL AMORTISATION - INTANGIBLES</b>				<b>18 896</b>	<b>13 416</b>

# 10. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

USD 000	2021	2020
<b>CURRENT LIABILITIES</b>		
Payable to the Organising Committees for the Olympic Games:		
– Tokyo 2020	114 122	170 194
– Beijing 2022	45 660	4 757
– Paris 2024	–	444
Revenue to be redistributed to the Olympic Movement	51 181	–
Other payables	74 581	59 087
Accrued expenses	275 617	102 070
Doping control provision	242	1 175
<b>TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES</b>	<b>561 403</b>	<b>337 727</b>
<b>NON-CURRENT LIABILITIES</b>		
Payable to the Organising Committees for the Olympic Games:		
– Paris 2024	50 412	–
Other provisions	566	–
Doping control provision	6 661	4 307
<b>TOTAL ACCOUNTS PAYABLE AND ACCRUED EXPENSES</b>	<b>57 639</b>	<b>4 307</b>



# 11. OLYMPIC GAMES-RELATED ADVANCES, DEFERRED INCOME AND EXPENDITURE

## A) ADVANCES ON TV RIGHTS

USD 000	2021			2020		
	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET	TOTAL ADVANCES ON TV RIGHTS	LESS TV RIGHTS ALLOCATED TO USOPC	ADVANCES, NET
Olympic Games Tokyo 2020	–	–	–	1 959 875	(6 879)	1 952 996
Olympic Winter Games Beijing 2022	864 921	(65 025)	799 896	402 848	(1 224)	401 624
Olympic Games Paris 2024	389 143	(11 093)	378 050	61 417	(1 964)	59 453
Olympic Winter Games Milano Cortina 2026	12 146	(1 237)	10 909	11 396	(1 237)	10 159
Olympic Games Los Angeles 2028	23 748	(2 015)	21 733	20 747	(2 015)	18 732
Future Games and Youth Olympic Games	37 595	(3 316)	34 279	33 115	(3 314)	29 801
<b>TOTAL</b>	<b>1 327 553</b>	<b>(82 686)</b>	<b>1 244 867</b>	<b>2 489 398</b>	<b>(16 633)</b>	<b>2 472 765</b>
Current portion	864 921	(65 025)	799 896	1 959 875	(6 879)	1 952 996
Non-current portion	462 632	(17 661)	444 971	529 523	(9 754)	519 769
<b>TOTAL</b>	<b>1 327 553</b>	<b>(82 686)</b>	<b>1 244 867</b>	<b>2 489 398</b>	<b>(16 633)</b>	<b>2 472 765</b>

## B) DEFERRED INCOME

USD 000	2021	2020
Olympic Games Tokyo 2020	–	35 156
Olympic Winter Games Beijing 2022	63 709	270
TOP Programme	94 231	154 201
Others	12 354	–
<b>TOTAL</b>	<b>170 294</b>	<b>189 627</b>
Current portion	170 294	189 357
Non-current portion	–	270
<b>TOTAL</b>	<b>170 294</b>	<b>189 627</b>



## C) DEFERRED EXPENDITURE

USD 000	2021	2020
Olympic Games Tokyo 2020	-	231 564
Olympic Winter Games Beijing 2022	120 975	71 920
Olympic Games Paris 2024	38 844	26 807
Olympic Winter Games Milano Cortina 2026	14 314	12 691
Olympic Games Los Angeles 2028	17 795	16 859
Future Games	1 721	1 254
<b>TOTAL</b>	<b>193 649</b>	<b>361 095</b>
Current portion	120 975	231 564
Non-current portion	72 674	129 531
<b>TOTAL</b>	<b>193 649</b>	<b>361 095</b>

# 12. DEFINED BENEFIT PENSION PLAN

The IOC's pension scheme covers all employees substantially. The scheme was valued by independent actuaries using the projected unit credit method as at 31 December 2021, as in 2020.

The following tables set forth the status of the pension plan and the amounts recognised in the *Consolidated Statement of Financial Position* at 31 December 2021 and 2020:

USD 000	2021	2020
Projected benefit obligations	307 344	311 673
Fair value of plan assets	(245 053)	(222 267)
<b>NET LIABILITY RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION</b>	<b>62 291</b>	<b>89 406</b>



The movement in the defined benefit obligation over the year was as follows:

USD 000	DEFINED BENEFIT OBLIGATIONS	FAIR VALUE OF PLAN ASSETS	TOTAL
<b>AT 1 JANUARY 2020</b>	257 684	(185 331)	72 353
Current service cost	16 545	-	16 545
Interest expense/(income)	533	(384)	149
<b>EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>	<b>17 078</b>	<b>(384)</b>	<b>16 694</b>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(8 247)	(8 247)
- Demographic change loss/(gain)	16 522	-	16 522
- Staff change loss/(gain)	(5 860)	-	(5 860)
<b>AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME</b>	<b>10 662</b>	<b>(8 247)</b>	<b>2 415</b>
Exchange differences	25 249	(18 060)	7 189
Contributions:			
- Employer	-	(9 245)	(9 245)
- Employees	6 391	(6 391)	-
Benefits paid	(5 391)	5 391	-
<b>AT 31 DECEMBER 2020</b>	<b>311 673</b>	<b>(222 267)</b>	<b>89 406</b>
<b>AT 1 JANUARY 2021</b>	311 673	(222 267)	89 406
Current service cost	17 834	-	17 834
Interest expense/(income)	603	(430)	173
<b>EXPENSE IN THE CONSOLIDATED STATEMENT OF ACTIVITIES</b>	<b>18 437</b>	<b>(430)</b>	<b>18 007</b>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense/(income)	-	(19 324)	(19 324)
- Financial change loss/(gain)	(8 287)	-	(8 287)
- Staff change loss/(gain)	(4 878)	-	(4 878)
<b>AMOUNT RECOGNISED IN OTHER COMPREHENSIVE INCOME</b>	<b>(13 165)</b>	<b>(19 324)</b>	<b>(32 489)</b>
Exchange differences	(9 443)	6 666	(2 777)
Contributions:			
- Employer	-	(9 856)	(9 856)
- Employees	6 802	(6 802)	-
Benefits paid	(6 960)	6 960	-
<b>AT 31 DECEMBER 2021</b>	<b>307 344</b>	<b>(245 053)</b>	<b>62 291</b>



The actual return on plan assets was a gain of USD 19.8 million in 2021 (2020: gain of USD 8.6 million).

The assumptions used for the calculations are as follows:

	2021	2020
Discount rate used in determining present values	0.35%	0.20%
Annual rate of increase in future compensation levels	1.50%	1.50%
Expected rate of future increases in pension benefits	0.00%	0.00%
Expected long-term rate of return on plan assets	0.35%	0.20%
Mortality assumption	LPP2020_G	LPP2020_G

As an indication of the sensitivity of the above estimates, a decrease in the discount rate of 0.5% per annum would, all other things being equal, increase the obligations by USD 41.7 million (2020: USD 43.4 million). Changes in the other assumptions stated above do not lead to significant changes in the obligations.

The asset allocation as of 31 December is:

USD 000	2021	2020
Cash	3 590	8 163
Equity	66 438	59 092
Bonds	101 647	89 735
Real estate and real estate funds	57 326	51 663
Others	16 052	13 614
<b>TOTAL</b>	<b>245 053</b>	<b>222 267</b>
Cash and quoted assets	239 992	217 047
Unquoted assets (real estate)	5 061	5 220
<b>TOTAL</b>	<b>245 053</b>	<b>222 267</b>

The expected contributions to post-employment benefits plans for the year ending 31 December 2022 are USD 10.1 million.

The weighted average duration of the defined benefit obligations is 19.7 years in 2021 (2020: 17.7 years).

The expected maturity analysis of undiscounted pension benefit payments for the next 10 years is as follows:

AT 31 DECEMBER 2021	USD 000
2022	4 821
2023	4 864
2024	4 888
2025	4 866
2026	5 124
2027-2031	30 926



# 13. FINANCIAL LIABILITIES

USD 000	2021	2020
Current liabilities:		
– Derivatives financial instruments	559	–
– Lease obligation	2 104	3 131
– Bank borrowings	1 972	2 033
<b>TOTAL CURRENT FINANCIAL LIABILITIES</b>	<b>4 635</b>	<b>5 164</b>
Non-current liabilities:		
– Derivatives financial instruments	6 522	10 886
– Lease obligation	15 413	2 408
– Bank borrowings	123 069	128 954
<b>TOTAL NON-CURRENT FINANCIAL LIABILITIES</b>	<b>145 004</b>	<b>142 248</b>

The Group contracted a loan of CHF 120 million to finance the construction of its new headquarters in Lausanne. As security, CHF 40 million of the Olympic Foundation's assets were pledged in favour of the bank. Borrowing costs were recognised at the rate of 1.85% (2020: 1.46%) which is also the effective interest rate of the borrowings.

In 2021 and 2020, no derivatives were designated and effective as cash flow hedges (hedge accounting).



USD 000	FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS	AMORTISED COST	TOTAL
<b>LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2021</b>			
Current liabilities:			
- Financial liabilities	559	-	559
- Bank borrowings	-	1 972	1 972
- Lease obligation	-	2 104	2 104
Non-current liabilities:			
- Financial liabilities	6 522	-	6 522
- Bank borrowings	-	123 069	123 069
- Lease obligation	-	15 413	15 413
<b>TOTAL</b>	<b>7 081</b>	<b>142 558</b>	<b>149 639</b>
<b>LIABILITIES AS PER CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2020</b>			
Current liabilities:			
- Financial liabilities	-	-	-
- Bank borrowings	-	2 033	2 033
- Lease obligation	-	3 131	3 131
Non-current liabilities:			
- Financial liabilities	10 886	-	10 886
- Bank borrowings	-	128 954	128 954
- Lease obligation	-	2 408	2 408
<b>TOTAL</b>	<b>10 886</b>	<b>136 526</b>	<b>147 412</b>

Except where mentioned in the relevant notes, the carrying amount of each class of financial liabilities stated in the table above approximates the fair value.

The Group has entered into a four-year revolving credit facility (the "Credit Facility") with major Swiss banks as of 26 January 2021. The Credit Facility maintains certain reporting requirements, conditions precedent, affirmative covenants and financial covenants. The amount of the Credit Facility used as of 31 December 2021 is USD 0.



The table below summarises the net debt reconciliation for both *Bank borrowings* and *Lease obligation*.

USD 000	BANK BORROWINGS		LEASE OBLIGATION	
	2021	2020	2021	2020
<b>NET DEBT RECONCILIATION</b>				
Amount at 1 January	130 987	121 844	5 539	8 470
Change of the year	(5 946)	9 143	11 978	(2 931)
<i>Additional borrowing or lease</i>	-	-	17 343	-
<i>Interest paid</i>	-	-	37	64
<i>Principal amount paid</i>	(1 976)	(1 928)	(4 612)	(3 531)
<i>Exchange differences</i>	(3 970)	11 071	(108)	281
<i>Cumulative translation adjustment</i>	-	-	(682)	255
<b>BALANCE AT 31 DECEMBER</b>	<b>125 041</b>	<b>130 987</b>	<b>17 517</b>	<b>5 539</b>

Lease liabilities are measured on a present value basis that comprises mainly fixed payments. Variable payments based on price index have been included in the lease liability and initially measured using the index as at the commencement date.

The Group has decided to make use of the exemptions given by the standard and has excluded from its scope:

- Short-term leases (duration of less than a year)
- Low-value right-of-use assets (fair value of less than USD 5 000)

Payments associated with these leases are recognised as expenses in the *Consolidated Statement of Activities* or as *Deferred expenditures* as per note 2E if they relate to broadcasting activities. Lease interest effect is recorded in *Financial income/(expense), net*.



USD 000	2021	2020
<b>EXPENSES RELATED TO IFRS 16 EXEMPTIONS</b>		
Rents paid in relation to short-term lease and low value assets	69 808	2 213
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
<b>TOTAL RENTS PAID INCLUDED IN OPERATING EXPENDITURE</b>	<b>69 808</b>	<b>2 213</b>
Rents paid in relation to short-term lease and low value assets	2 365	824
Rents paid in relation to variable lease payments not included in lease liabilities	-	-
<b>TOTAL RENTS PAID INCLUDED IN DEFERRED EXPENDITURE (CURRENT)</b>	<b>2 365</b>	<b>824</b>

Rental contracts are typically made for fixed periods of one to five years and they may have extension options. In determining the lease term, management considered all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options have been included in the lease term only if the lease is reasonably certain to be extended.

For none of the leases is the ownership of the underlying assets transferred to the lessee by the end of the lease term and no purchase option exists or is sufficiently attractive to be considered.

USD 000	2021	2020
<b>LEASE OBLIGATION LIQUIDITY RISK</b>		
Under a year	2 104	3 131
1-2 years	2 352	1 660
2-5 years	5 056	748
Over 5 years	8 005	-
<b>LEASE OBLIGATION BALANCE AT 31 DECEMBER</b>	<b>17 517</b>	<b>5 539</b>

Vehicle lease payments was discounted using the interest rate as specified in the contract. The lease obligation undertaken by OBS SL and OCS SL was discounted using Spain central bank's credit rate (2021: 1.43%, 2020: Group rate). The Group's incremental borrowing rate of 1.40% (2020: 1.15%) was applied to all other contracts. This is the rate any lessee of the Group would have to pay to borrow the funds to purchase an asset of similar value to the lease's underlying asset in a similar economic environment with similar terms, security and conditions.



# 14. DESIGNATED FUNDS

This table represents movement in the designated funds related to the Olympic Solidarity Programmes and the Olympic Movement Fund.

USD 000	OLYMPIC SOLIDARITY PROGRAMMES	OLYMPIC MOVEMENT FUND	TOTAL
<b>BALANCE AT 1 JANUARY 2020</b>	340 135	72 430	412 565
Use of funds:			
– Youth Olympic Games-related expenditure (note 20)	(4 120)	(52)	(4 172)
– Olympic Solidarity programmes (note 21)	(92 383)	–	(92 383)
– Operating expenditure	(8 715)	(345)	(9 060)
– Special projects	36	(11 922)	(11 886)
– Allocation to the World Anti-Doping Agency	–	(19 319)	(19 319)
– Allocation to the International Council of Arbitration for Sport	–	(8 179)	(8 179)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	386	(14 609)	(14 223)
Other revenue	3 100	–	3 100
Financial income/(expense), net	10 004	–	10 004
<b>BALANCE AT 31 DECEMBER 2020</b>	<b>248 443</b>	<b>16 004</b>	<b>264 447</b>
NOCs' share of revenue distribution (note 22)	367 912	–	367 912
Funds earmarked for the Olympic Movement (note 22)	–	150 000	150 000
Use of funds:			
– Olympic Games-related expenditure	(49 675)	–	(49 675)
– Olympic Solidarity programmes (note 21)	(93 147)	–	(93 147)
– Operating expenditure	(5 985)	(25)	(6 010)
– Special projects	–	(6 411)	(6 411)
– Allocation to the World Anti-Doping Agency	–	(21 784)	(21 784)
– Allocation to the International Council of Arbitration for Sport	–	(8 494)	(8 494)
– Allocation to the International Paralympic Committee	–	(2 000)	(2 000)
– Financial assistance to other organisations of the Olympic Movement	66	(12 207)	(12 141)
Other revenue	5	–	5
Financial income/(expense), net	(33)	–	(33)
<b>BALANCE AT 31 DECEMBER 2021</b>	<b>467 586</b>	<b>115 083</b>	<b>582 669</b>

# 15. TELEVISION BROADCASTING RIGHTS REVENUE

USD 000	2021	2020
<b>OLYMPIC GAMES BROADCASTING RIGHTS REVENUE BY REGION</b>		
Americas	1 563 867	-
Europe	606 011	-
Africa	17 427	-
Asia	842 453	-
Oceania	77 610	-
	3 107 368	-
Youth Olympic Games broadcasting rights revenue	-	1 087
<b>TOTAL REVENUE FROM TELEVISION BROADCASTING RIGHTS</b>	<b>3 107 368</b>	<b>1 087</b>

Revenue recognised in the *Consolidated Statement of Activities* during 2021 that was included in the balance of *Olympic Games-related advances* at the beginning of 2021 is USD 1 912.1 million (2020: USD 1.0 million).

# 16. TOP PROGRAMME MARKETING RIGHTS

USD 000	2021	2020
<b>TOP PROGRAMME MARKETING RIGHTS BY REVENUE RECOGNITION CRITERIA</b>		
Revenue recognised over time	831 083	532 374
Revenue recognised at a point in time	4 534	-
<b>TOTAL TOP PROGRAMME MARKETING RIGHTS</b>	<b>835 617</b>	<b>532 374</b>

Revenue recognised in the *Consolidated Statement of Activities* during 2021 that was included in the balance of *Deferred income* at the beginning of 2021 is USD 154.2 million (2020: USD 130.8 million).

# 17. OTHER RIGHTS

USD 000	2021	2020
Royalties:		
– OCOG marketing programme	16 925	62 023
– Licensing	5 225	1 496
Suppliers	7 467	633
Hospitality	8 000	–
Other	2 148	1 606
<b>TOTAL OTHER RIGHTS</b>	<b>39 765</b>	<b>65 758</b>

In July 2021, the Government of Japan announced the state of emergency in the Tokyo prefecture. Following this announcement, it was decided that no spectators would be allowed into any venues in Tokyo during the Olympic Games. As a consequence, the Group recorded a further reduction in the ticketing revenue share which is included in the *OCOG marketing programme*. In 2020, the Group had already recorded a partial reduction in the ticketing revenue share based on the information available at that time.

# 18. OTHER REVENUE

USD 000	2021	2020
Unilateral and Paralympic broadcasting revenue	145 249	81
Donations	80	9 076
Other	33 581	15 427
<b>TOTAL OTHER REVENUE</b>	<b>178 910</b>	<b>24 584</b>

Unilateral and Paralympic broadcasting revenue recognised in the *Consolidated Statement of Activities* during 2021 that was included in the balance of Olympic Games-related advances at the beginning of 2021 is USD 40.9 million (2020: nil).

In 2020, Pierre de Coubertin's historic manuscript valued at USD 8.8 million was donated to the Olympic Museum in Lausanne and accounted as Other Revenue.



# 19. OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2021	2020
Broadcasting costs	439 567	5 207
Candidacy, Games preparation and transfer of knowledge	37 745	-
Technology and digital communication	68 370	-
Games operations	58 196	-
Contributions to NOCs including grants for travel, equipment and athletes	47 747	-
Medical and doping control programmes	9 170	-
Marketing programme and TV rights costs	37 135	-
Insurance premium for Games cancellation	17 036	-
Other costs	26 419	11 971
<b>TOTAL OLYMPIC GAMES-RELATED EXPENDITURE</b>	<b>741 385</b>	<b>17 178</b>

Other costs include Olympic Games-related expenditures that can no longer be deferred. Refer to the deferral accounting policy in note 2E. In 2021 and 2020, this includes incremental Olympic Games-related expenditures following the postponement of the Olympic Games Tokyo 2020 and impact of COVID-19 countermeasures for the Olympic Winter Games Beijing 2022.

Broadcasting costs include equipment, production and telecommunication costs incurred by the Group to broadcast the live television and radio signals to the Olympic Games Tokyo 2020:

USD 000	2021	2020
Broadcasting costs:		
- Broadcast equipment and construction	155 387	977
- Depreciation of broadcasting equipment	24 909	-
- Salaries and social charges	33 986	618
- Games operations workforce	81 324	2 480
- Logistics	78 492	596
- Production	45 502	396
- Telecommunications	12 880	-
- Administrative and other expenses	7 087	140
<b>TOTAL BROADCASTING COSTS</b>	<b>439 567</b>	<b>5 207</b>

# 20. YOUTH OLYMPIC GAMES-RELATED EXPENDITURE

USD 000	2021	2020
Broadcasting costs	-	5 202
Depreciation of broadcasting equipment	-	111
Candidacy, Games preparation and transfer of knowledge	149	1 103
Technology and digital communication	146	696
Games operations	-	4 718
Athletes, NOCs and IFs travel and accommodation	-	4 120
<b>TOTAL YOUTH OLYMPIC GAMES-RELATED EXPENDITURE</b>	<b>295</b>	<b>15 950</b>



# 21. OLYMPIC SOLIDARITY PROGRAMME

USD 000	2021	2020
<b>PREVIOUS YEARS' PROGRAMMES</b>	(407)	(7 091)
<b>CURRENT YEAR'S PROGRAMMES</b>		
Continental Programmes:		
- Association of National Olympic Committees of Africa	7 982	12 156
- Panam Sports	10 025	8 145
- Olympic Council of Asia	10 923	8 533
- European Olympic Committees	11 185	8 752
- Oceania National Olympic Committees	6 288	5 401
- Association of National Olympic Committees	4 000	12 251
	50 403	55 238
Olympic Solidarity World programmes:		
- Olympic Scholarships for Athletes	15 237	18 821
- Team Support Grants	2 094	1 356
- Technical Courses for Coaches	973	776
- Olympic Scholarships for Coaches	1 091	596
- NOC Athletes' Commission Activity Grant	578	-
- Athlete Career Transition	267	1 042
- Continental Athlete Support Grant	1 226	1 928
- Youth Athlete Development	1 082	946
- Development of National Sports System	654	1 097
- Refugee Athlete Support	723	803
- Olympic Values Programme	3 620	3 724
- NOC Administration Development	9 385	10 165
- National Courses for Sports Administrators	912	865
- International Executive Courses in Sports Management	443	94
- NOC Exchanges	60	306
- Forums and Workshops	-	9
- Special Projects	1 582	650
	39 927	43 178
Technical support services	3 224	1 058
<b>TOTAL CURRENT YEAR'S PROGRAMMES</b>	93 554	99 474
<b>TOTAL OLYMPIC SOLIDARITY PROGRAMMES</b>	93 147	92 383



# 22. REVENUE DISTRIBUTION

USD 000	2021			2020		
	REVENUE	TOP PROGRAMME	TOTAL	REVENUE	TOP PROGRAMME	TOTAL
Tokyo 2020 Organising Committee	783 787	115 441	899 228	–	114 654	114 654
Beijing 2022 Organising Committee	–	87 159	87 159	–	2 545	2 545
Paris 2024 Organising Committee	–	109 618	109 618	–	449	449
USOPC	182 281	117 211	299 492	–	88 672	88 672
IFs	540 300	–	540 300	–	–	–
NOCs	367 912	96 603	464 515	–	89 751	89 751
Olympic Movement Fund	150 000	–	150 000	–	–	–
Marketing in kind and other costs	–	27 447	27 447	–	4 298	4 298
	2 024 280	553 479	2 577 759	–	300 369	300 369
Olympic Movement Fund share of revenue in designated funds	(150 000)	–	(150 000)	–	–	–
NOCs' share of revenue in designated funds	(367 912)	–	(367 912)	–	–	–
<b>DISTRIBUTION OF REVENUE TO OCOGS, NOCS, USOPC AND IFS</b>	<b>1 506 368</b>	<b>553 479</b>	<b>2 059 847</b>	<b>–</b>	<b>300 369</b>	<b>300 369</b>

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenues upon the successful completion of the Olympic Games include cash and VIK revenues from television broadcasting rights, TOP Programme rights and part of the royalties income. The revenues distributed to OCOGs and the USOPC, and Olympic Games-related expenditures, are deducted from the revenues to calculate the equal shares attributable to the IFs, the NOCs and the IOC.

For the Olympic Games Tokyo 2020, the gross allocation of revenue to the Olympic Movement, which included amounts paid or payable prior to 2021, is as follows:

USD 000	
Olympic Games Tokyo 2020 gross revenue distribution	
Allocation to:	
– IFs	540 300
– NOCs	540 300
– IOC	540 300
<b>TOTAL GROSS DISTRIBUTION</b>	<b>1 620 900</b>

# 23. PROMOTION OF THE OLYMPIC MOVEMENT

USD 000	2021	2020
Olympic Channel and Digital strategy	144 103	84 511
Culture and heritage	50 509	33 723
<b>TOTAL PROMOTION OF THE OLYMPIC MOVEMENT</b>	<b>194 612</b>	<b>118 234</b>

# 24. OPERATING EXPENDITURE

USD 000	2021	2020
Salaries and social charges	122 799	108 055
Press, publications and public relations	1 596	2 256
External services	23 065	22 917
Session, Executive Board and commission expenses	9 764	5 017
Transport, travel and residence expenses	3 791	4 030
Maintenance, supplies and other expenses	13 408	19 108
Income taxes	3 372	344
Depreciation (note 8) and amortisation (note 9)	11 857	12 070
<b>TOTAL OPERATING EXPENDITURE</b>	<b>189 652</b>	<b>173 797</b>

# 25. SALARIES AND SOCIAL CHARGES

USD 000	2021	2020
Salaries and other staff costs	163 083	117 222
Social security costs	24 637	18 765
Pension costs	19 551	17 193
<b>TOTAL SALARIES AND SOCIAL CHARGES</b>	<b>207 271</b>	<b>153 180</b>

The total salaries and social charges above comprise the salaries and social charges presented under the financial statement line items *Olympic Games-related expenditure* (note 19), *Youth Olympic Games-related expenditure* (note 20), *Promotion of the Olympic Movement* (note 23) and *Operating expenditure* (note 24).

The salaries and social charges classified as broadcasting costs are deferred in the *Consolidated Statement of Financial Position* and will be recognised in the *Consolidated Statement of Activities* (note 2E) upon the successful completion of the related Olympic Games. The increase in salaries and social charges in 2021 is mainly driven by the recognition of the broadcasting costs related to the Olympic Games Tokyo 2020 in the 2021 *Consolidated Statement of Activities*.

# 26. FINANCIAL INCOME/ (EXPENSE), NET

USD 000	2021	2020
Interest income and dividend	48 045	52 149
Interest expense	(2 667)	(1 943)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net	18 658	48 671
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5A)	(3 267)	(2 105)
Net foreign exchange gains/(losses)	(25 048)	26 742
Other financial income	17	-
Other financial expense	(3 186)	(3 655)
<b>TOTAL FINANCIAL INCOME/(EXPENSE), NET</b>	<b>32 552</b>	<b>119 859</b>



# 27. RELATED PARTY TRANSACTIONS

## Identity of related parties

IOC Members are natural persons. The total number of IOC Members may not exceed 115. As of 31 December 2021, the IOC had 102 Members, 44 Honorary Members and 1 Honour Member. From the Group's perspective, the following persons are regarded as related parties: the President, the Executive Board members and the members of the executive management.

## Transactions with related parties

The IOC Members, including the IOC President, are volunteers. Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of their respective functions for the IOC are compensated by fixed amounts. This amount varies in relation to the various functions. Travel and accommodation expenses during the execution of the IOC Members' functions are covered by the IOC. These costs are included in the *Consolidated Statement of Activities under Session, Executive Board and commission expenses and Transport, travel and residence expenses*.

The respective indemnities can be allocated by the President when he requests a

Member to perform a special mission. These costs are included in the *Consolidated Statement of Activities under Transport, travel and residence expenses*.

The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games. According to the obligations and rights attributed to him by the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on mission for the IOC 365 days a year. In line with past practices and like all other IOC Members, the IOC President receives an indemnity to partially cover his expenses. The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member. Instead of this, to cover some of the President's personal costs related to the performance of his functions, the Ethics Commission decided on a single annual fixed amount linked to inflation as an indemnity.

In line with the policy, the IOC covers the cost of the President's expenses, which amounted to USD 376 thousand in 2021 and USD 291 thousand in 2020. This amount included EUR 275 thousand annual

indemnity (EUR 225 thousand in 2020). Consistent with past practice, an amount of USD 165 thousand is paid by the IOC to cover the income tax expense related to the IOC President's activities in Switzerland in 2021 (USD 130 thousand in 2020). These are included in the *Consolidated Statement of Activities under Transport, travel and residence expenses*.

The executive management of the IOC is considered to be the President, the Director General, and all Directors of the IOC. As mentioned above, the President is not remunerated. The salaries and short-term benefits of the other members of the executive management amounted to USD 13.95 million in 2021 and USD 11.65 million in 2020. Their post-employment benefits amounted to USD 1.63 million in 2021 and USD 1.61 million in 2020.

An annual mechanism is in place to declare, highlight and review potential business transactions with related parties. An automated control mechanism will flag and communicate to the Chief Ethics and Compliance Officer every potential business transaction the IOC is about to conclude with one of those related parties. Such transactions should be validated by the IOC Executive Board. In 2021 and 2020, no such transaction was flagged.

The indemnity policy for the IOC Members and the IOC President is as follows:

### IOC MEMBERS AND IOC HONORARY MEMBERS

Annual administrative support	USD 7 000
Daily indemnity for the IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated)	USD 450
Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450
Daily indemnity for IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated)	2 x USD 450

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Back cover: The IOC Refugee Olympic Team enters the Olympic Stadium during the Opening Ceremony of the Olympic Games Tokyo 2020.

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